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BANGLADESH ARMY JOURNAL

74TH ISSUE (DECEMBER 2023)

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EDITORIAL

The **Editorial Board** is immensely happy to present the 74th Issue of Bangladesh Army Journal to the esteemed readers. Bangladesh Army Journal acts as a professional mouthpiece through which the military writers communicate their views and thoughts with the valued readers. It also serves as an important medium for inculcating the habit of writing and for the development of intellectual faculties of officers of Bangladesh Army. It provides an open forum to present the innovative ideas and matured thoughts related to Bangladesh, national and international security affairs, military strategy, military training, military leadership and management, military history and tradition, modern technology and equipment, unit affairs and other topics of significant and current interest to Bangladesh Army. Bangladesh Army Journal also seeks to encourage further research on the core issues of defence, offers the latest perspectives, and serves as a platform for sharing research findings and opinions of military scholars which have greater impact for continuous improvement of Bangladesh Army.

The current issue of Bangladesh Army Journal contains articles on varied themes which include leading men in uniform in the 21st century, experience of Bangladesh in Operation Kuwait Punorgathan (OKP) and takeaways for military assistance to Qatar, effect of 'likership' in leading the subordinates, examining youths' propensity for joining Bangladesh Army, shaping minds of young officers in Army, plausible tenets for Training Centres and Schools, contributions of Bangladesh Army beyond peacekeeping through livestock and agricultural works, enhancing Emotional Intelligenc (EQ) competencies for effective combat leadership, military diplomacy and the role of successful leadership, and training-need for Bangladesh Army while fighting being outnumbered. We would feel amply rewarded if the learned readers find the thought provoking and scholarly write-ups of the current issue worth reading and satisfying.

The Editorial Board is profoundly indebted to **General S M Shafiuddin Ahmed, SBP (BAR), OSP, ndu, psc, PhD, the Chief of Army Staff, Bangladesh Army and Chief Patron of Bangladesh Army Journal** whose dynamic leadership, command philosophy and vision, wisdom, professional acumen and keen observance have made the qualitative enrichment of the journal. We also express our sincere gratitude to the Chief of General Staff for his insight, invaluable advice and suggestions given to the editorial board to elevate the standard of Bangladesh Army Journal. We would like to thank all the writers who contributed immensely for this issue despite their busy schedule of professional commitments. We would also like to thank all concerned who have cooperated us in publishing the journal. Despite our sincere efforts, there may be errors in the publication. We fervently hope that the esteemed readers will consider such shortcomings with sympathy and forward their invaluable suggestions for the improvement of Bangladesh Army Journal.

LEADING MEN IN UNIFORM IN THE 21ST CENTURY: A COMMANDER'S PERSPECTIVE

Major General Md Mainur Rahman, SUP, awc, psc

Only bringing control over the environment will not ensure success; instead, one must remember that the command's success is directly linked with under-command's performance. Therefore, along with streamlining the command environment, one should equally focus on developing under-command.

- General S M Shafiuddin Ahmed, SBP (BAR), OSP, ndu, psc, PhD

Abstract

Throughout the ages, military commanders have enjoyed the unquestionable loyalties exhibited by the under-commands (UC). But the present situation has gone under a massive change that requires special attention. In today's information era, the pace of change is unprecedented where virtual generation living in this world with lesser physical fitness and mental robustness, and inadequate social bonding. To sustain in this changed world and achieve organizational goal, both the commanders and the under-commands need to acclimatize with some vital aspects. In this paper, the author has taken an endeavour to share his experience of commanding troops of Bangladesh Army for the last three decades in different capacities. The author's vast experience of leading the men in uniform in peace and war both at home and abroad, coupled with the secondary sources of knowledge contributed in writing this paper with some ways to lead the men in uniform. This paper finds that the present day youngsters are better educated and self-aware and for this, unlike their predecessors, they are not blind followers. This paper also finds that the commanders need to accept the change and enrich themselves to lead the men in uniform maintaining character and honesty of purpose, setting personal example, ensuring fair reward and punishment, confirming welfare shunning out cheap popularity, breaking the stereotype and giving them responsibility and freedom. Finally, this paper suggests the leaders to be more knowledgeable, more informed and engaged.

Keywords: Leadership, commander, under-commands, generation, youngsters, acclimatize.

Introduction

We are living in a fast-moving world characterized by rapid pace of transformation. Before the scientific and industrial revolutions, changes were rather slow, and lifestyles hardly altered even a century apart. If a person could take a hibernation in the 11th century and wake up in the 13th, he would possibly find himself in a familiar world. But same would not be true if a medieval age person suddenly woke up from slumber and found himself in the twentieth century, because the magnitude of change would be unbelievable. And today, as the world enters into the information era, the pace of change is simply astronomical. We just observe how quickly we upgrade from one cellphone model to the next, and how the latest one gets backdated in months, if not weeks. But why is this discussion relevant? Because information revolution has impacted societies around the world to a magnitude and degree we often fail to comprehend. Internet, search engines and social

media have transformed human lives like never before. It has impacted societal fabric and individual grooming of almost all human beings, with most influence on the minds of millennials and Generation Z.[1]

Bangladesh is no exception, and neither is our Armed Forces. Due to the technological advancements, drastic changes in social value system are taking place which in turn changes the ambience within the army.[2] Today we as military leaders lead people who live in the information era. They are better educated, better informed and better connected. On the flipside, they come from the current society that is more corrupt and vulnerable compared to the past. We the officers face unique challenges ourselves. Traditionally, nation's best talented youth were drawn to military. That still holds good, but faces stiff competition from other lucrative sectors, affecting the overall officer intake. Besides, the degradation of social values impacts officers as well. As the social and psychological line separating officers and followers blurs and narrows everyday, we are facing an ever-increasing challenge to maintain a healthy command climate in our army. This paper is basically a field commander's perspective and philosophy about how to meet these contemporary challenges and maintain a sound command climate. It is based entirely on the service experience of the author of last three decades. It is basically an interpretation of lessons on command and leadership that we all have learnt throughout our military career. In a way, it's the author's own approach of translating knowledge into wisdom.

Men We Lead Today

In the early eighties, upon commissioning as youngsters in units, the men we led were mostly under matriculates. They came from rural areas largely devoid of electricity. The word internet did not exist, at least not in this part of the world. Back then, tales of Company Sergeant Major 'drawing' next day's orders in his notebook with makeshift symbols did not raise many eyebrows. Officers came from higher social strata and retained that blue blood status in the army, but things have changed since then. Defence Forces are still lucrative options, so are government civil services, police and private sectors. Information and Communication Technologies (ICTs) have drastically changed the world in which we live.[3] Novel communication technologies coupled with developments in transportation and cultural changes are 'making it normal for people to think beyond borders'.[4] For this, the world has witnessed an acceleration in talent migration. The lure of settling abroad is ever more desirable to young generation nowadays. As a result, officer intake in army is facing stiff competition today. Family status and aristocracy too are now things of the past – officers are not selected following colonial traditions anymore. Meanwhile, the men we lead have gained ground. The average recruit of today is decently educated, aware, ambitious, and often more conscious of his rights than obligations.[5] The baseline for their entry into army has been raised to matriculation level. Children of many Junior and Non-Commissioned Officers (JCOs and NCOs) have joined army as commissioned officers, and most of them are doing quite well. Moreover, since 2014, the JCOs have been elevated to the status of first class non-gazetted officers. As such, it is now one big society of social near-peers where meritocracy not family background rules the system. This transformed society and the new generation of men in uniform are displaying behaviour or character traits, which are quite different and unique. Some of these features are discussed subsequently in order to better understand the command environment.

Diluted Character and Ethical Standards

It is a matter of great concern that the societal and moral values have atrophied disturbingly over past few decades due to numerous reasons in our country. Material gain – legal or illegal – has become the primary aim of some people, and this trend is contagious amongst youngsters. Even professions those were traditionally regarded as noble, like doctors and teachers, have veered from their ideologies and indulged in the unholy race of money-making. Besides, the moral and value based societal norms have diminished considerably. Today's young generation is the worst victim of this unhealthy environment. Addiction to cell phone, gaming and chatting, social media connections, etcetera are ushering the new generation to the path of doom. Life has become dependent on electronic gadgets and automations in the present digital world.[6] Today's youth prefer Facebook friends over real ones, and choose internet based gaming over actual games and sports. They crave for more likes in Facebook and twitter, but avoid physical interactions. This is a generation living in virtual world with lesser physical fitness, mental robustness and inadequate social bonding. Preference of junk food affects their health, while bright cell phone and television screens ruin their eyesight. Readily available pornography sites in the internet ruin their character too. Making matters worse, some of them get addicted to alcohol and drugs like Yaba and Phensedyl. This is no surprise that extra marital affairs, illicit relationships, divorce and multiple marriage cases have risen alarmingly. A significant number of the young people are with low moral values and customs, lack of mannerism and patience, becoming short-tempered and aggressive day by day.[7]

The Army's human resource is naturally drawn from the society we live in; 'hence, prevailing socio conditions will have definite influence'.[8] And as we have just discussed, today's youth are particularly vulnerable to moral atrophy. These youngsters look for instant gratification and lack perseverance of character. Water from a murky pond needs deliberate sterilization before it is fit to drink. Likewise, new entrants in the Army today need lot more screening and filtering, to be fit to serve this noble organization. Once taken in, recruitment centres, training institutions and units try their best to mend and overhaul their basic character traits and moral values. But statistics suggest that the effort is not entirely successful. Today, we are observing the rise of disciplinary cases like drug abuse, monetary misappropriation and illicit/extra marital relationships which clearly testifies the eroding character and moral values in the military.

Better Educated and Self-Aware

Since 1996, the bar for enrolment for the infantry recruits is raised at matriculation level. For getting promoted to the rank of Lance Corporal, a soldier needs to clear his higher secondary board examination. For the rank of Warrant Officer and beyond, graduation is mandatory from 2021. For the officers, military academy is now designed to award Honours degree in various disciplines, during or immediately after commission. So, as Lieutenants and Captains, our generation (commissioned before 2000, generally speaking) interacted with mostly non-matriculate JCOs and NCOs. Today's youngsters, with Honours degree under their belts, have graduate followers immediately below them. Visibly, the gap has narrowed down as far as literacy is concerned. Besides, interaction with other militaries in overseas assignments, courses and through

social media allows men to compare their standing with others at home and abroad. A Myanmar Border Guard Police (BGP) jawan coming online and airing his professional grievances can convey a message not only to his peers in Myanmar but in other countries as well. The people we lead today are thus very much self-aware, curious and street-smart. Many of their spouses are well educated, resulting in better upbringing of their offspring. Unlike their predecessors, young soldiers today try trendy attires, use android smartphones with internet, listen to modern music, and follow the international movie and fashion icons. It is therefore no big surprise that they behave differently than their predecessors.

No Blind Loyalty

Enhanced self-consciousness, better situation awareness, and narrowed social gap – all these suggest that the current generations are anything but blind followers. Unlike their antecedents who displayed unwavering loyalty to the superiors, today's youngsters in uniform often question decisions. Their very mental build-up is such that they look for reason behind every order, whether they express those loudly or not. If the decision is apparently unpalatable or illogical, they hesitate, grudgingly obey, ask for reasons, and occasionally decline. Going by the dictions of military law, they have a tendency to look for 'good orders'. This notion has both good and flipsides. On a positive note, it makes officers more cautious and accountable before issuing orders and taking actions, and sometimes requires explaining to men the reason for a difficult decision. But there are times when there is a real need for blind allegiance in the profession of arms. In 1914, in the battle of Dardanelles, Gallipoli; when his troops ran out of ammunition, Mustafa Kemal Ataturk told his men, "I don't order you to attack, I order you to die." [9] Men obeyed his orders unflinchingly, and won the battle. Likewise, in the thick of the battle with bullets flying all around and men taking high casualties, a decision by the company commander to launch a quick attack may apparently seem suicidal, but can never be questioned. Will that mindset prevail in the followers if that is not visible during peacetime? This is a difficult question, but needs some genuine soul searching on our part.

Leadership – What We Need to Do

Leadership is a widely researched subject. Leadership has been conceptualized by different theorists or researchers from different perspectives.[10] Experts have come up with numerous philosophies and models like the traits theory, situational leadership theories, behavioral and style based theories, the grid model, functional theory, transactional and transformational model, and so on. Among these theories, the traits theory has been engrained somewhat permanently in our brains in Bangladesh Military Academy. Leadership traits are the distinguishing qualities that, if demonstrated in daily activities, help the commander to earn respect, confidence, willing obedience and loyal cooperation of his/her men.[11] Nothing is more important to a military leader than to master those traits and lead the men abiding by those basic guidelines. But that does not rule out the viability of other models either. Every single theory offer a new point of view along with associated lessons, which we must glean to enrich our professional acumen. All of them may not come in handy in every situation. But overall, they can provide us a holistic understanding on the subject, and coupled with our own experience of 'walking the path', crystalize our personal leadership styles.

Be Yourself: Maintain Character and Honesty of Purpose

A leader's strength of character earns him followers' respect and allegiance. Right from the day a young officer joins the unit, his personality traits come under strict scrutiny by everyone under him. If the officer can establish himself as a good human being, he earns genuine respect. If he shows vices, those are also duly (but often silently) noted. As a young Lieutenant or Captain, a fledgling young officer may still hope to receive some feedback about his shortcomings from under-commands. But as his authority and power grows exponentially with higher ranks, dissenting voices gradually vanish. The yes-men and apple-polishers insulate feedbacks and reinforces even the negative deeds of a commander, which results in an unhealthy command climate. But in reality, the leader in senior ranks has many more keen eyes observing him and finding out even his minutest of vices. It is like being under a microscope. Thus, preserving the basic character, moral and ethical values is of utmost importance to a commander. The Father of the Nation Bangabandhu Sheikh Mujibur Rahman accentuated on this aspects by stating, নিজেকে সৎ হতে হবে, নিজেকে দেশকে ভালোবাসতে হবে। মানুষকে ভালোবাসতে হবে এবং চরিত্র ঠিক রাখতে হবে। তা না হলে কোন ভালো কাজ করা যায় না।[12] Effective feedbacks loop and fear-free work environment is desirable, though extremely difficult to preserve.

One must keep in mind that soldiering is not a job, it is indeed a lifestyle. It is very difficult to pretend or wear a false face for a lifetime. In bureaucracy or corporate sector jobs, somebody may get away with shamming but that's not going to work in the army, and more importantly, that's not necessary either. A leader is not expected to be a superman, men are ready to accept an officer with his limitations. As such, it is much wiser to expose the 'genuine self' to the under-commands than to deceive them. For instance, courage is an essential attribute of military commanders but all officers cannot be expected to be equally courageous. One may have a nerve of steel, while the other may need some effort to win over fear and proceed with the mission. Both are acceptable. But a self-proclaimed 'brave' officer will lose men's respect quickly if he fails to hold his nerve under enemy fire. Another officer facing similar situation and found wavering may also face some criticism, but men can be expected to understand his limitations. The key problem here is the assumption that men can be deceived. The truth is, followers are hard to deceive. The way we leaders can read our troops, they too can read the officers equally well, if not better. Men love officers who preach what they practice.

Like our character, under-commands can also read our priorities with accurate precision. Most of the times, if not always, they can look through the commander and accurately judge the honesty of purpose. If a company commander genuinely wants his men to understand the nuances of company defensive battle, for example, he will put in sincere and deliberate effort to make his men grasp the essence of the same. If need be, he will stand in front of his men in training ground, over and over again, to teach them in details the tactics involved. He is also expected to communicate with his men so as to why he feels it important for them. If he is sincere, men will understand his genuine intent and follow suit. On the other hand, if it turns out to be 'just another lesson' the company needs to be trained on, chances are high that the outfit will merely go through the motions and many will not learn the essence of it.

Lead by Example

"If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." ----- US President John Quincy Adams[13]

Nothing establishes the authority of a leader more firmly than leading by example. A Company Commander capable of running two miles in fifteen minutes can put his weak runners through rigorous physical hardship without any moral backlash on either side. On the contrary, when an obese commander penalizes his overweight men, deep down inside they curse him for the double standard. That being said, it is unrealistic to expect all officers to excel in all the fields. To lead by example, that is not required either. For instance, an officer who is not necessarily the best in drill and turnout may also succeed in making his team champion in the inter unit drill competition. For this, he needs to have a solid plan to achieve his objective, which should outline definite measures to overcome or sidestep his personal weakness as a drill contingent commander. He should then share his plan with the team, and while doing so, be candid about his own shortcomings. Next, he trains the team with unit's best drill instructors, master all necessary resources, and most importantly, stick to his men and share all the rigor and hardship with them. During the entire process, the team captain must make sure that his personal weakness does not affect the team's performance. Add to this a little bit of luck, the unit can achieve the champion trophy, albeit the best squad commanders trophy being out of question. So, what just happened here? A junior leader lagging in a particular quality makes it up by mastering his strength in other traits like honesty, sincerity, hard work, foresight and decisiveness. Leading by example is usually a hard-earned facet for leaders, because most of the times, it calls for doing things better than under-commands; be it firing, physical efficiency, tactical proficiency or assault course. But it has a great advantage; here actions not words speak for the leader, which followers cannot usually overlook.

Explain the Underlying Reasons

In addition to transparency of character and honesty of purpose, explaining the 'why' can do wonders in motivating followers. Almost everything that men do in military is related to the organizational efficiency and professional excellence. While in defence, a machine gun detachment fires towards its flank to protect the company defensive frontage, while the detachment itself is protected by enfilade fire from neighbouring automatics. If the same is not explained well, both morale and performance are likely to suffer. Besides, many times our professional goals and objectives can very easily and logically be tied to men's individual well beings and aspirations. Take physical fitness as an example. Oftentimes, obese and physically weak soldiers need to undertake extra rigor and hardship to qualify in the physical fitness tests. Many of them hate these events and take it as punishment. It is quite useful to point out to such people that in the outside world, public are now so health conscious that physical fitness has flourished as an industry and civilians are spending hefty sums to remain physically fit by eating healthy and going to gyms regularly. Diseases like heart attacks, strokes, diabetes, cancer and obesity are killing so many in their thirties and forties nowadays. Military offers an opportunity to remain fit and healthy as a way of life. Outsiders would crave for such an opportunity free of cost. If this is put across to under-commands, many of them should be able to see how their professional and personal well-being converge and get convinced to take the physical hardship sportingly.

Ensure Fair Reward and Punishment

Bangladesh Army, like most professional armies, attaches high importance on discipline and maintains a zero tolerance policy. While enforcing discipline, two aspects should be kept in mind: fair judgment and universal application. A soldier should not be awarded a tough judgment disproportionate to his offence just to set example or to convey a stern message. Once a soldier is severely punished or dismissed from service, his family suffers equally for no apparent wrongdoing on their part. When the Commanding Officer administers the sentence being fully conscious about its impact on his family, possibly justice has been served. This, by no means, tries to suggest that we should be soft or lenient. It only underlines the need for differentiating between crime and mistakes. Professional mistakes should be identified and viewed accordingly but serious offences must be dealt firmly. If the policy suggests dismissal for second marriage, there is no option left but to abide by the policy. Secondly, justice must be universally served. We as leaders must be unbiased like the blindfolded 'lady justice' that symbolizes the moral and impartial force of judicial system. If a soldier is checked for possessing a mobile phone in the duty post, he may be charged for the offence. This is a fair deal, because the instructions prohibit him from carrying a mobile phone on duty. But it will be a double standard if an officer checked for carrying mobile in prohibited area gets away with it. It is also the responsibility of seniors to make sure that men under their command do not suffer as scapegoats and get penalized for the senior's mistakes. For this, leaders must learn to seek responsibility and take responsibility for their actions.

Respect and Recognize

Gone are the colonial days when race, colour and creed were predominant in the societal culture of this subcontinent. The world as a whole has also gotten over the culture of slavery and apartheid. Today, every man is considered equal and demands to be treated as such. Military structure is a rigid pyramid – forged by the heavy crust of military customs, etiquettes and discipline. But that should, under no circumstances, deter us from respecting each other. In military, respect moving upwards is never a problem, sometimes there is an overflow to be honest. But one must not forget that respect is a two-way traffic. We, the seniors, often fail to give due respect to our under-commands. Every member of a military outfit down to the junior most non-combatant enrolled deserves respect befitting to his rank and position. Respect and recognition often goes hand in hand. Officers should bear in mind the fact that a soldier is also a loving husband, role model of his children and respected head of a family. A keen observer will agree that many of the junior and non-commissioned officers have been more successful than many senior officers in upbringing their children. It proves that they are sometimes better fathers than us. JCOs being the first class officers, a soldier should look up to a JCO and dream to be in his shoes someday. But sometimes we hesitate to provide them their due status.

Look for Welfare but Shun Cheap Popularity

Looking after the welfare of men is one of the most sacred responsibilities of an officer. It generally denotes the need for ensuring general health, happiness and safety of men. There is an age old saying in Bangladesh Army about troop's welfare. It suggests that officers should ensure

three things for their men – pay, food and leave. Definitely, taking care of these needs can address the very basics. The pay is reasonable for a country like Bangladesh, and the standard of food has improved considerably. Housing too is showing visible improvement as high-rise family accommodations are slowly replacing the age old and often decrepit quarters. But if we look beyond that taking Abraham Maslow's Hierarchy of Needs theory as a guideline, many more things should be ensured, especially to address their physiological and psychological needs.[14] In some cases, the NCO's and other rank's authorization of family accommodation is inadequate. Thus, many of them perforce keep their family in village homes or opt for often substandard 'outliving' accommodations. Family separation can have many associated adverse impacts. Children's education may suffer, family safety may be put at risk, and conjugal relation may undergo complications. Living separated from family is one of the main causes of the recent spike in extra marital affairs and divorce cases. We, as custodians of our under-commands' welfare, should go all out to ensure smooth conjugal life for our men, if need be by bending or changing the existing rules. This can ensure their sound mental health, family safety and better education for their children. Besides, the system of welfare should make sure that the deserving ones must be allowed to progress through their career and ascend to higher ranks. And with every rank there should be corresponding elevation of facilities, privileges and respect. Soldiers like seeing the Commanding Officer with them or seeing that he cares.[15]

One must understand welfare in its right context. Off late, an inappropriate parallel is being drawn while talking about troops' welfare. This relates to so called 'bridging the gap' between the officers and soldiers. There is definitely some truth in the fact that the gap between the officer corps and men needs to be narrowed. But before we come to that, few aspects need to be looked at. We can begin with societal cultures – and look at the USA to begin with. In the US Army, NCOs are equally educated and qualified like officers. No one is surprised if an NCO is a PhD holder or becomes a congressman later. There, the NCO is not an officer because he did not opt to go the extra mile for getting commission, or simply he wanted to avert responsibility. But in Bangladesh, it is a different story. Officers here are clearly few notch above their followers in qualification and quality, albeit the gap narrowing down in recent times. Secondly, we have our unique societal (and official) culture of superiors and subordinates which is continuing for centuries, if not millennia, and which is very difficult to change overnight. Besides, we overlook the fact that every individual is supposed to opt for a profession or position being completely aware of the entitlements, facilities and privileges. If he is not satisfied, he should not opt for it in the first place. Such quick fixes may result in undue expectations and further destabilization of the system. Instead, we should focus on the tangible and meaningful welfare of men, maybe by ensuring all the broad aspects that has been already discussed at length.

Say Adieu to the Unwilling Horses

We all know that military is not a job but a lifestyle. Thus, one cannot live the life of a soldier unless he loves it. Besides, in the army, mission accomplishment is mostly an organisational affair, where every member needs to perform his role. If someone fails to do his bit, organization may suffer disproportionate setbacks and even failures. As the age old saying goes, a chain is only as strong as its weakest link. As such, any person, officer or men, who fails to get accustomed to the military life and wants to leave, should be allowed to do so. After all, there will be a small

percentage of members, who will go through all the hardships and be inducted into the mainstream only to have the rude awakening that army is not their cup of tea. These people will never be able to contribute meaningfully, and it is a win-win situation for both if they are allowed to leave. Making of a soldier incurs government money, so due compensation for untimely departure should be ensured. Like a tree shedding dead leaves only to turn greener, discarding the unwilling horses from the payroll paves the way for better people to find a place. Fortunately, we are less likely to experience recruitment shortages in foreseeable future. Long queues of youth during recruitment callouts act as a definite assurance. This practice is also necessary to convey a message to all concerned that army as an organization will not attempt to tame unwilling horses. Definitely, due care must be taken so that someone cannot reap undue benefit from the army taking advantage of this strategy and make a cunning exit when it is time for him to pay the organization back. Such cases need to be dealt with severely and due penalties must be imposed on defaulters.

Break the Stereotype

Let us recollect our visits to rifle companies in defence during collective training exercises. What happens if a section commander is asked to describe his area of responsibly, or a rifleman is questioned about the situation leading to war? Each of them will immediately start shouting on a loud voice and will rattle out a formatted answer, which they often memorize for such 'eventualities'. But when the visitor probes a little further, he is often dismayed by the lack of true understanding of the tactical concept by men on ground. This trend is continuing for ages, to be honest. Stereotype training is to be blamed for this, and we must break this stereotype. Once again, we need to make sure that our men at every level can answer the 'why' question. In the given scenario, the section commander needs to know why he needs to distribute the area of responsibility, and how that fits in into the overall defensive plan. Breaking the stereotype in training is very difficult to achieve, officers themselves need to be master in the business first, and then spend lot of time in the training ground to personally impart the same to their followers. There are many other fields where stereotypes have become the norm. During assault phase of an attack while fighting on the objective, men mostly focus on making loud noises and aggressive gestures, often with a view to impressing the observers. Instead, the focus should be on methodical trench clearing and 'bunker bursting' drills. By the same token, many other activities that troops perform on regular basis focus on satisfying superiors instead of the mission or task. Only bold leaders who are 'technically and tactically proficient'[16] can dare to change this status quo, and they must do that.

Give Responsibility and Freedom

Every organization has some unique cultures, good or bad. Same is the case with Bangladesh Army. Among the malpractices we can be blamed for, over supervision will definitely rank very high. A commander must ensure that he delegates authority, accepts mistakes and makes his officers and men accountable for their responsibilities.[17] Having assigned some responsibility, we are habituated literally to breathe on our subordinate's back, while they keep looking over their shoulders for guidance. Soul searching will tell us that this can be closely tied to our zero-error syndrome and tendency to maintain high standards. But 'spoon feeding' is the greatest impediment in developing capable junior leaders in the unit levels, and the problem has been recognized since

long. But unfortunately, we have not made desired progress in this regard. People holding equivalent positions in BGB or police force shoulder huge independent responsibilities, and are performing quite effectively. It is therefore no surprise that in an assignment involving civil administration, paramilitary forces and other stakeholders, army officer deputed for the job is often found to be of disproportionately higher rank than others. So it's time for army to change and correct few things. Many steps have already been taken in the right direction, but many more needs to be taken. We should give JCOs and NCOs independent tasks and set them free, make them accountable for their actions, and most importantly, learn to live with small mistakes, deviations and imperfections here and there. Disciplinary cases which are criminal in nature must be viewed strictly. But at the same time professional mistakes must be accepted and corrected constructively. The spirit of 'mission type order' calls for an organizational environment that accepts deviations within limit, as long as the mission is achieved.

Conclusion

Adapting to the change is a leadership challenge that we constantly live with as commanders in Armed Forces. Our under-commands' behavior is naturally shaped by the society they come from. Most importantly, today's mainstream belong to a different time, often a generation apart. Many of these men are self-centered and may fall short in basic moral and character scale. They are generally free thinkers with higher degree of situation awareness. Techno-savvy and materialistic, these youngsters are often unmoved by superior officers' rank and position, and have the tendency to question decisions. Naturally, commanders at all levels need to tailor their approach to deal with this upcoming generation of soldiers. In that context, some measures to improve the effectiveness of command have been discussed in this paper and let us be clear that there is no new 'magic wand' which me or anyone else can propose. Generally speaking, in Bangladesh Army we have always taken a straight path as leaders, and that can be summed up as leading by example. To my understanding and firm belief, that works just fine for the foreseeable future.

Right from the academy days, officers in uniform are exposed to lessons on command and leadership. The learning never ends, especially for those professionals who desire for excellence. As a subject, leadership offers a wide canvas, as numerous theories and concepts can be found on the subject. While the traits theory is considered as the basic, many alternative theories have been proposed by scholars. For military professionals, secondary reading relevant to the issue can merit additional reading on basics on principles of warfare, human psychology and behaviour, thinking processes, and widely accepted theories like Maslow's Hierarchy of Needs. Personally, I believe that for any military commander, the fundamental traits theory is the simplest and easiest to follow by letter and spirit. The suggestions made in this write-up has been articulated with a view to compliment the leadership traits theory and basic principles of war lessons imparted in BMA, basing on my command experience on ground. The invaluable lessons and experiences that we gain as we 'walk the path' needs to be handed over to the upcoming leadership; and that precisely was the intent here. If that intent is even partially successful, the purpose of this write-up will be achieved.

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Major General Md Mainur Rahman, SUP, awc, psc was commissioned on 21 June 1991 with 24 BMA Long Course in the Corps of Infantry. In his eventful career, Major General Mainur has served in various command, staff and instructional appointments. He has commanded two infantry brigades including one in Chattogram Hill Tracts. As a staff, he has served as the Brigade Major of Headquarters 203 Infantry Brigade in Khagrachari. As an instructor, Major General Mainur served two tenures in tactics wing of School of Infantry and Tactics and also as a directing staff of Defence Services Command and Staff College, Mirpur. The officer has undertaken two UN peacekeeping missions in Sierra Leone and DR Congo. As a senior staff, he has served as the Assistant Military Secretary to the Honorable President of the People's Republic of Bangladesh. Major General Mainur has served as the Director of Weapons, Equipment and Statistics Directorate in Army Headquarters. Presently, Major General Mainur is serving as the General Officer Commanding, 24 Infantry Division and Area Commander of Chattogram Area.

EXPERIENCE OF 'OPERATION KUWAIT PUNORGATHAN' AND TAKEAWAYS FOR MILITARY ASSISTANCE IN QATAR-A PEACEBUILDING EFFORT

Brigadier General Md Ahsan Habib, SUP, ndc, psc

Abstract

Peace-building is a key concept in the research and study of security, peace, and diplomacy. According to the United Nations (UN), any peace-building effort must be grounded on the 'bedrock of inclusive and sustainable development' (United Nations, 2023). Engagement of Bangladesh in Kuwait and subsequently in Qatar is fundamentally rooted on achieving economic development, strengthening the security and enhancing peaceful military capabilities to achieve sustaining peace. This paper presents a critical contemporary perspective on the definitional understanding of peace-building, its alternative approaches, changing elements and processes. At the core, it argues that the deployment of Bangladesh Army for the socio-economic and military development of Kuwait can also be considered as a peace-building effort. This paper also discusses the peace-building initiative of Bangladesh Army in Kuwait and the implementing agreement with Qatar. It reflects the hybrid peace model and it is an approach in addition to the existing systems of the UN which allows a sustaining peace through the interconnected role of local and international actors.

Introduction

Peace-building is a paramount guiding principle of conducting international intervention to promote, establish, restore and sustain peace in a foreign country under the operational spectrum of the UN. This concept got immense analytical and practical application by diverse international organizations and actors after the appearance of the UN 'Agenda for Peace' in 1992. It addresses the underlying causes of the conflicts for sustainable peace. Peace-building has multifaceted and complex dimensions. Thus, it requires a gradual but holistic approach to the institutional, legal, economic and cultural transformation which will be mutually reinforcing to achieve peace.

Under the UN system, Bangladesh has become a global leader of peacekeeping. Till date, this country is considered as the largest Troops Contributing Country (TCC) in the world. The political and the military leadership of the country have played pivotal role in achieving this success. As a peace-loving country, Bangladesh made striking stride to the achievement and promotion of peace by formulating a non-threatening and amicable foreign policy principle. Commitment of Bangladesh to the maintenance of peaceful coexistence, discouragement of all kinds of armed conflicts, and adherence to the peaceful settlement of international disputes enhances its global image as a trustworthy partner of peace-building.

Due to professionalism, credibility and excellent leadership quality, Bangladesh has been invited by Kuwait to contribute in achieving their sustaining peace after the devastating Gulf War. At present, over 5,000 members of Bangladesh Armed Forces are deployed in Kuwait under the 'Operation Kuwait Punargathan' (OKP). Recently, Qatar is in the process of recruiting more than one thousand members of Bangladesh Armed Forces to facilitate its security and reconstruction

programmes under the 'implementing agreement' between the countries. In this regard, this paper attempts to explore how Bangladesh Armed Forces can contribute for Qatar Armed Forces in the field of security, infrastructural development and reconstruction using the experience of OKP.

For analytical purpose, this paper has been divided into 4 parts. First part presents a critical analysis on the traditional and changing definitional aspects of peace-building along with the components of the peace-building under the UN system, their changes over time and the underlying reasons behind the changes. Second part elucidates country's preparedness for ppeace-building effort in light of the leader's vision. Third part demonstrates the role of leadership in implementing the agreement between Qatar and Bangladesh Armed Forces. Forth part summarizes some of the notable prospects of Bangladesh's initiatives in Qatar and the recent development in this regard.

Definitional Aspects of Peace-Building

Traditionally, peace-building is defined, as Galtung (1976) argued, "to create peacebuilding structures for promoting sustainable peace by addressing the root causes of violent conflict and supporting indigenous capacities for peace management and conflict resolution" (Peacebuilding Support Office, 2010). Beyond this narrow definition, others have come to offer a broader definition. To them, it encompasses the urgency to address the root causes of conflict and ensures various social and political goods such as justice, equity and reconciliation (International Peace Institute, 2009 & Galtung, 1976).[1]

According to the landmark report of former Secretary General Boutros Boutros-Ghali 'An Agenda for Peace' in 1992, peace-building is post-conflict "action to identify and support structures which tend to strengthen and solidify peace in order to avoid a relapse into conflict" (Peace-building Support Office, 2010). However, the most contemporary scholars have come up with new concept of 'hybrid peace' regarding peace-building efforts. According to them, this model of hybrid peace offers an effective way for sustaining peace-building as it allows the interplay and combined actions between international and local actors. In essence, this model argues that sustaining peace can also be achieved through bilateral peace-building initiative between two countries.

Theoretically, it is seen that peace-building initiatives can be initiated and implemented through bilateral mechanisms also. In this sense, the initiatives of Bangladesh Armed Forces in the socio-economic and military development of Kuwait is certainly a peace-building effort and the implementing agreement between Qatar Armed Forces and Bangladesh Armed Forces can also be considered as a peace initiative between the countries. To achieve sustainable peace, Bangladesh's engagement in Kuwait is fundamentally rooted on ensuring dedicated combat engineering assistance (through demining, engineering construction and well maintenance of Armed Forces

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[1] Peace-building is directly related to violence of different types. Galtung presents two triangles of violence and peace. He argues that there are three types of violence – direct, structural and cultural. While the direct violence is understood as an evident act of aggression, structural violence is related to the socio-economic and political repression in the societies. However, cultural violence is related to formulating norms and underlying behaviors that eventually legitimize the previous types of violence. On the other hand, peace triangle consists of peacekeeping, peacemaking and peace-building.

vehicle and equipment), maintaining of arms and ammunition, providing medical support, and military communication and information technology operation.

**Components of Peace-building Under UN System**

In the peace-building process, the UN usually incorporates a macro-level strategic approach for international support. After that, it importantly starts assessing the root causes of conflict as well as capacities of the country to restore peace (Peace-building Support Office). It includes a common strategy with national ownership, backing by specific priorities, inclusive planning process and clear responsibilities to build national capacity which is supported by international actors. For the explanatory reason, the components of peace-building can be isolated into four categories beneath the current UN framework. These are:

a. The first component is involved with the establishment of security in the post-conflict period. It emphasizes on fostering fundamental safety and security of civilians, disarmament, mine action, demobilization, reintegration of the combatants and promotion of rule of law and reformation of the national security architecture (Peace-building Support Office).

b. The second component aims at promoting confidence building measures in a political process through assisting in the electoral process, facilitating inclusive dialogue and reconciliation and strengthening national conflict management capacity (Peace-building Support Office).

c. The third component is concerned about delivering vital peace dividends and accessing to basic services such as water, health service, education, sanitation, reintegrating the displaced persons and refugee mainstreaming. (Peace-building Support Office).

d. The fourth component focuses on the expansion of core national capacities of the concerned state through restoring the proper functions of public administration and public finance nationally (Peace-building Support Office).

Changes of the Components Overtime

The components of peace-building have expanded beyond traditional approaches to encompass a more holistic and multidimensional understanding (Boege, 2006). Scholars attempt to understand the changes of the peace-building components from three perspectives – traditional, transitional and modern (Paris, 1997; Zartman, 2007). Traditionally, minimizing the disputes through dialogues, negotiations and mediations was the basic component of fostering peace-building (Boege, 2011). Besides, providing compensation to the affected parties in the forms of customary practices was also considered a vital element of traditional peace-building approach. Moreover, community engagement was promoted through the active role of local respected and influential persons to end disputes among the conflicting parties (Beall and Ngonyama, 2009).

Figure-1: Changes of the Components of Peace-building
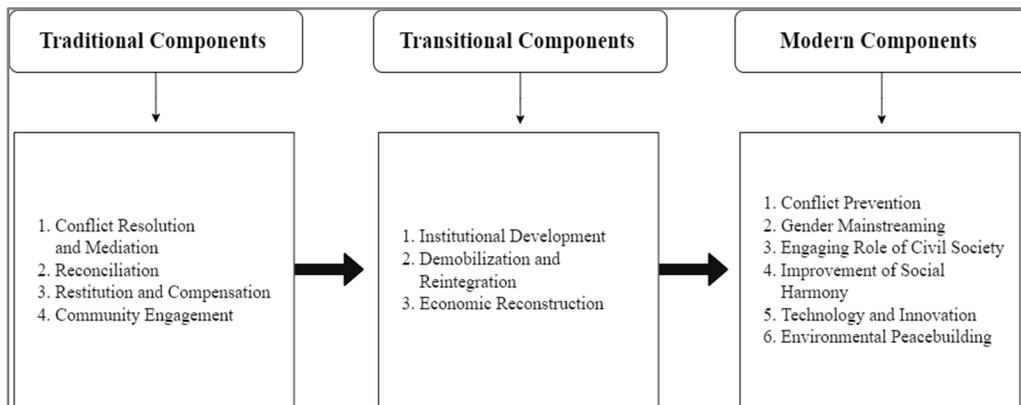
Source: Author's Own Construct based on Study of Literature

In many ways, these conventional elements were ineffective in bringing a lasting peace, even if they were crucial in establishing it. These factors led academics and international multilateral organizations to concentrate on a few internal, observable elements that can provide a midway for enduring peace. Thus, a significant attention was devoted to rebuilding legal systems, strengthening governance structures, and strengthening state institutions in the pursuit of peace-building. Due attention was also given to restructuring the economy. Job creation, industrialization and infrastructure construction were considered as significant means to the peace-building efforts.

The involvement of Bangladesh Military Contingent (BMC) in Kuwait in the field of mine and explosive clearance operation, maintaining military equipment, healthcare, training, communication and information technology, and internal police affairs is necessarily bilateral in nature. Kuwait reconstruction process depicts a unique example of peace-building initiative through bilateral mechanism, while the UN-led mainstream peace-building is centrally relied on multilateral mechanism.

Peace-building Efforts of Bangladesh: Leaders' Vision and Country's Preparedness

Bangladesh Army has achieved global reputation for a credible and disciplined force in the arena of peace-building. This path of achievement has never been smooth and easy-going. However, the effective leadership role played by the country's political and military leaders at various times substantially helped Bangladesh Army to exceed in performance and emerge as a reliable force for global peace-building efforts.

After the independence, the Father of the Nation Bangabandhu Sheikh Mujibur Rahman played the key role in promoting global peace and stability. As a leader, Bangabandhu was extensively active against any kind of disparity, arms race and instability. During his first speech at the United Nations General Assembly (UNGA) in 1974, he proclaimed that "peace is an imperative for the survival of humanity" which made Bangabaandhu as the Biswabandhu (Friend of the World)" (Daily Star, 2023).

Basing on the fundamental philosophies and ideals of Bangabandhu Sheikh Mujibur Rahman, the Honourable Prime Minister Sheikh Hasina has also emerged as a global ambassador of peace-building effort. During the 73rd session UNGA in September 2019, she reaffirmed the nation's unwavering commitment to the efficient functioning of the 'Culture of Peace' in upholding UN ideals and promised to remain supporting for the UN peacekeeping effort to advance and restore global peace.

Aligning with the Bangladesh's foreign policy, General S M Shafiuddin Ahmed, the Chief of Army Staff, Bangladesh Army has been playing an instrumental role in the peace-building efforts. Upon taking the office, he is leading the country's military forces to strengthen Bangladesh's global image as the facilitator of peace, security, stability and showcasing Bangladesh Army as the "Pride of the Nation". In a sspeech on the occasion of observing International Day of United Nations Peacekeepers-2022, the the Chief of Army Staff showed his strong desire for 'positive and prompt response' of Bangladesh Army for UN peace efforts. Under his leadership, Bangladesh Army has opened up a new scope of bilateral cooperation in the fields of security, peacekeeping, infrastructure development, operational capacity building, technical and technological cooperation, socio-economic and people-to-people cooperation through his official visits in many countries. Under his directives, Bangladesh Army has joined in several defence collaborations, provided technical and material support and boosted cross-country joint-cooperation for ensuring regional and global peace. Following are the predominant efforts taken by Bangladesh military leadership for peace-building in bilateral or multilateral arena:

Planning. Planning provides a structured process of implementing short-term tactics and long-term strategies in the mission area which is made on the basis of a careful assessment of various options and the periodic review of the ground situation to achieve the desired goals (Tschirgi, 2004). For instance, the Chief of Army Staff focused on maintaining mutual trust and respect with a view to upholding global peace, prosperity, security and stability. Besides his visionary guidance, the meticulous planning and detailed ground work of Director of Overseas Operations could organize a successful visit in Gambia. The Chief of Army Staff and Director, Overseas Operations visited Gambia in June 2023 and evaluated the readiness of the Gambian Army on ground to choose the best course of action for the first-ever joint deployment of Gambian and Bangladeshi troops to UN peacekeeping missions.

Professionalism. Professionalism constitutes a core element of peace-building efforts. According to Huntington (2019), responsibility, corporate unity and expertise are the defining features of military professionalism. In peace-building, the TCC and the host countries must show strong reflection of responsibility, excellence, accountability and integrity. On the other hand, leadership of both countries must maintain credibility, international standard, discipline and mission mandate properly. In all respect, Bangladesh Army has always been highly commended by the UN and international community for its high-standard service and strong professionalism in the peace-building missions (Rahman, 2020). Leadership at all levels including the Military Training Directorate, Overseas Operations Directorate and Bangladesh Institute of Peace Support Operation Training

(BIPSOT) views the peace-building efforts very professionally to emboss Bangladesh as a credible name in peace-building architecture.

Leadership Skills. As a TCC, Bangladesh has always demonstrated high level of commitment, moral standard, impartiality and dedication to the peace-building efforts (Islam, 2023). Besides, the Army Chief himself and other top-ranking officials have been profoundly active in different capacities including official visits to the host countries to enhance effectiveness of the mission performance and providing necessary directives for achieving the mission-oriented goals (Islam, 2023). Similarly, the top-leaders of the host states also expressed high level of trust on Bangladesh Army due to their shining track record in global peace-building effort.

Diplomatic Effort. Political and military diplomacy constitute the founding-stone of peace-building mission between two countries. Maintaining a cordial bilateral and military relation is a key to improve trust between the TCC and host country regarding the peace-building activities. There are many instances, where, the TCC and host countries mainly strengthen their cooperation through official visits and discussions on various aspects of the peace-building efforts including the avenues of new collaboration. Under the leadership of Bangladesh Army Chief General S M Shafiuddin Ahmed, Bangladesh Army is engaging effectively in military diplomacy to enhance peaceful cooperation with other countries.
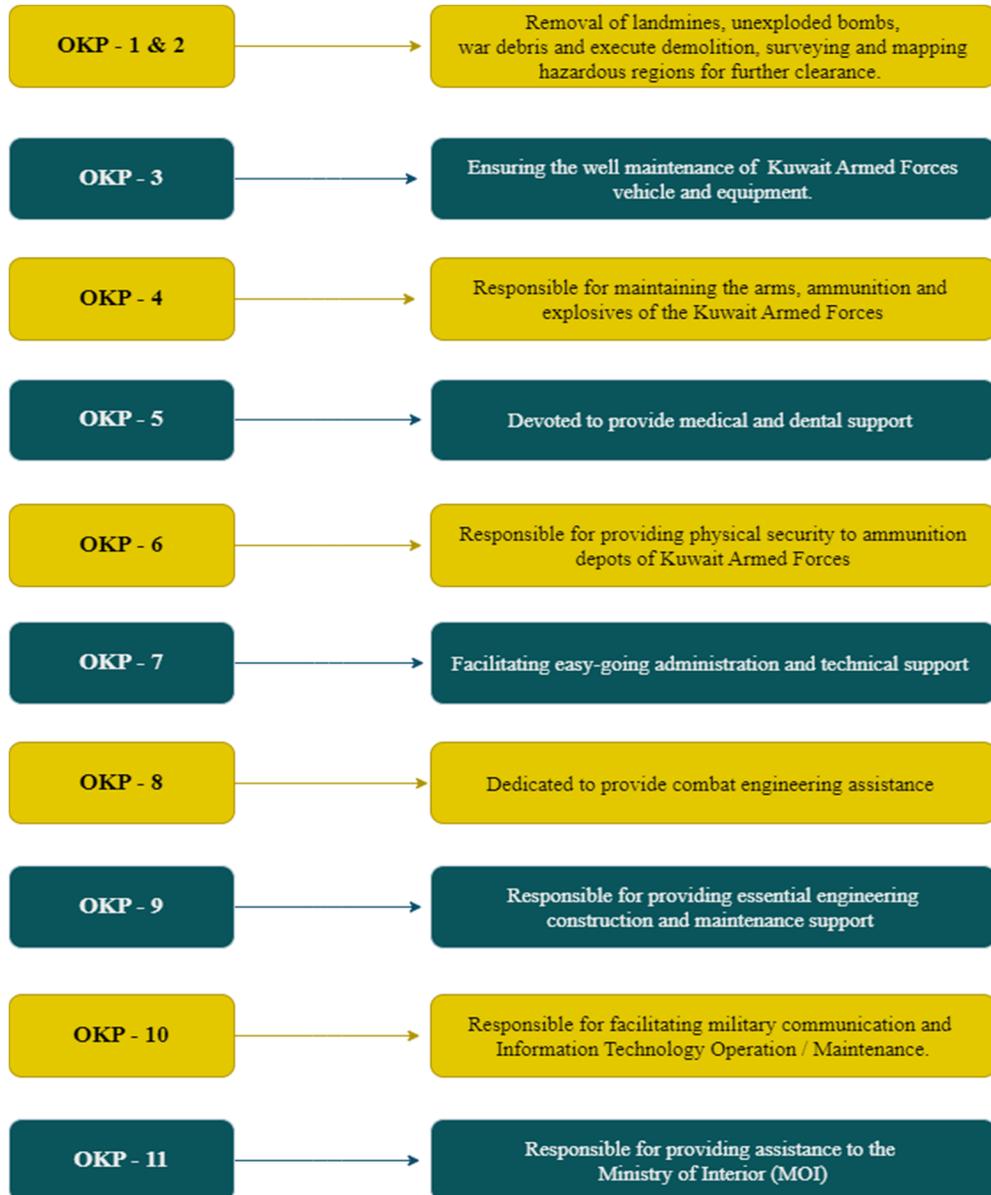
On 7 March 2023, a new Memorandum of Understanding (MoU) was signed between Qatar Armed Forces and Bangladesh Armed Forces with an aim to enhance defence cooperation. The then Principal Staff Officer of Armed Forces Division, Lieutenant General Waker-Uz-Zaman (presently Chief of General Staff of Bangladesh Army) signed the MoU for Bangladesh side. Under this agreement, Qatar Armed Forces is going to recruit more than one thousand Armed Forces personnel from Bangladesh. The diplomatic effort started in March 2022, a year back when the Chief of Army Staff General S M Shafiuddin Ahmed visited Qatar and attended an exhibition 'Doha International Maritime Defence Exhibition and Conference (DIMDEX) – 2022'. In that exhibition, he met and invited the Chief of Qatar Armed Forces to visit Bangladesh. In response, Qatar Armed Forces Chief of Staff Lieutenant General (Pilot) Salem bin Hamad bin Mohammad bin Aqeel Al-Nabit arrived in Bangladesh in June 2022 and paid a courtesy call to Bangladesh Army Chief. During that visit, Chief of Staff of Qatar Armed Forces discussed the recruitment of Bangladesh Armed Forces members in Qatar for nation building activities and strong expressed his desire for the possibility of similar initiatives in Qatar inspired by Bangladesh Army's commendable role in OKP. Later, due to the strategic guidance of the Honourable Prime Minister Sheikh Hasina and continuous diplomatic effort of General S M Shafiuddin Ahmed, the above MoU was signed.

'Implementing Agreement between Qatar and Bangladesh Armed Forces' from the Experiences of OKP

After the 'Operation Desert Storm', Bangladesh Army was assigned the task of conducting demining operations in Kuwait to make the country safe from the hazardous explosives. To perform

this task, BMC Command Headquarters was formed on 25 May 1991 in Kuwait. Although the initial demining operations were conducted by two combat engineer battalions, they were later merged to a single force and reorganized under the name of OKP. The deployment of Bangladesh Army under OKP was very diverse. So far eleven contingents were deployed and tasked for removing landmines and unexploded bombs, maintenance of vehicle, equipment, arms and ammunition of Kuwait Armed Forces, providing medical and dental support etc. The details of the tasks for Bangladesh contingents are highlighted below:

Figure-2: List of the Deployed Contingents and Their Responsibilities

OKP - 1 & 2	Removal of landmines, unexploded bombs, war debris and execute demolition, surveying and mapping hazardous regions for further clearance.
OKP - 3	Ensuring the well maintenance of Kuwait Armed Forces vehicle and equipment.
OKP - 4	Responsible for maintaining the arms, ammunition and explosives of the Kuwait Armed Forces
OKP - 5	Devoted to provide medical and dental support
OKP - 6	Responsible for providing physical security to ammunition depots of Kuwait Armed Forces
OKP - 7	Facilitating easy-going administration and technical support
OKP - 8	Dedicated to provide combat engineering assistance
OKP - 9	Responsible for providing essential engineering construction and maintenance support
OKP - 10	Responsible for facilitating military communication and Information Technology Operation / Maintenance.
OKP - 11	Responsible for providing assistance to the Ministry of Interior (MOI)

Source: Author's Own Cown onstruct

In terms of security, the Explosive Ordnance Disposal (EOD) mission of Bangladesh contingent helped Kuwait to remove scattered and abandoned explosives from the country and ensured the safety and peace. Economically, this mission has helped to improve the capacity of Kuwait to achieve quick recovery in the economic sector and ensured the rebuilding process of the war-affected regions. Besides, the demining BMC could remove the scattered mines in the oil fields, major cities and residential areas within very short time, which significantly improved the post-war market and economic performance of Kuwait. For instance, the GDP of Kuwait increased 34% in 1994 compared to 1993. In other words, within three years of the deployment of Bangladeshi contingents, Kuwait's economy experienced strong recovery. Strategically, deployment of Bangladeshi contingents supported Kuwait to achieve sustaining peace and rapid economic progress which can broadly be defined as peace-building efforts.

Bangladesh and Qatar have been maintaining long-standing friendly bilateral relations. The export of manpower is a crucial component of bilateral relations between these two countries. After the War of Liberation, Bangladesh initiated the deployment of its first group of labour force to Qatar. Although Bangladesh exported unskilled manpower in the initial period, later the country could send semi-skilled manpower. Presently, Qatar has emerged as one of the primary host countries for Bangladeshi migrant workers.

Apart from the trade and manpower export, both the states have been engaged in effective military relations too. As per the MoU mentioned earlier, Bangladesh Armed Forces is going to participate in the reconstruction programme in Qatar under the 'Implementing Agreement between Qatar Armed Forces and Bangladesh Armed Forces Concerning Deputation (Secondment) of Officers and Military Personnel from Bangladesh Armed Forces to Qatar Armed Forces'. The MoU was signed by both the states with an aim of enhancing defence cooperation and promoting bilateral relations characterized by fraternal ties. The duration of this agreement is initially for 05 (five) years and may be renewed later with the mutual consensus of both the states. Under the agreement, Qatar has agreed to recruit initially 1,129 members of Bangladesh Armed Forces on deputation and in a similar framework that Bangladesh is currently maintaining in rebuilding of Kuwait in the light of OKP. It is an open contract, due to which Bangladesh Armed Forces can subsequently contract a greater number of armed forces personnel. Among the recruits, most of the members are commissioned officers and other ranks who will be offered with free food and accommodation by the Qatar Armed Forces. Under this agreement, Bangladesh will facilitate the reconstruction process of Qatar Armed Forces and will provide high-standard technical support. As a pilot project, 72 members, comprising of 02 officers and 70 junior commissioned officers and other ranks of Bangladesh Army have already been recruited for Qatari Military Music School as instructor. Before that Bangladesh and Qatar also signed another MoU on 25 October 2022 for the mutual cooperation in the Defence Sector.

Later, Bangladesh Army Chief visited Qatar in November 2022. During the visit, there was a very successful discussion about the purchase of military accessories. In turn, Major General Abdul Rahman Al Nasr, Deputy Chief of Staff (Admin), Qatar Armed Forces along with two delegation members visited Bangladesh from 17-23 September 2023, interacted with senior military leaderships and visited various training institutions, defence industries and other institutions. The delegation team has showed a strong desire in purchasing military gears and other

accessories from Bangladesh. The friendly relationship between the Chief of Army Staff of Bangladesh and the Chief of Staff of the Qatar Armed Forces played the pivotal role in the bilateral peace-building initiative between Bangladesh and Qatar.

It is really worthy to mention that this type of initiatives of Bangladesh Army in Qatar demonstrates a different kind of bilateral initiative which is structurally non-identical to the UN-led system. Unlike the UN-led multilateral model, peace initiative can also take place bilaterally. Besides, it can be started even in the peace time to continue the efforts for achieving long-term peace. On the other hand, this bilateral model of peace initiative ensures the efficient use of resources. While the traditional peace-building efforts invest more time on achieving intangible goals like ensuring a democratic environment, peaceful coexistence of different actors and rights of votes, this bilateral model of peace-building focuses on more tangible issues like infrastructural development, capacity building of the Armed Forces and the facilitation of socio-economic progress of the host nation. Considering all these factors, it may be concluded that the defence cooperation of Bangladesh Army in Kuwait and Qatar demonstrates a new dimension of peace efforts in a large scale.

Prospects of Qatar-Bangladesh Military Cooperation

Peace-building efforts in a foreign country generates multidimensional rooms for exploring opportunities and diverse options. In terms of the opportunities, peace-building initiatives in Kuwait and the implementing agreement between Qatari and Bangladesh Armed Forces have overall impact on the political, economic, and military relations of the countries in the following ways:

a. Politically, Bangladesh's initiatives in Kuwait and Qatar have created a new horizon of collaboration and strengthened the continuation of friendly bilateral relations for achieving mutual benefits. Now, ppolitical and military leaders can engage in high level cooperation through visiting the countries by each other and, therefore, boost the economic and technical collaboration in bilateral, regional and global level. For example, at the invitation from both sides, Bangladesh's Prime Minister Sheikh Hasina and Kuwait's Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah visited Kuwait and Bangladesh in 2010 and 2016 respectively. During the visit, the two sides agreed to cooperate in various fields and to expand the scope of the partnership in the fields of trade, investments, energy and power, defence, human resources, infrastructure and in the priority sectors in the Economic Zones under Bangladesh Economic Zone Authority (BEZA) and IT parks. Expressing satisfaction at the signing of the Agreement on Promotion and Reciprocal Protection of Investment between Bangladesh and Kuwait, the two Prime Ministers affirmed that it would facilitate Kuwaiti investments in Bangladesh. The opportunities of similar kind have already been started between Qatar and Bangladesh which will be enhanced in future.

b. Economically, peace-building initiatives have strengthened the trade and financial ties with Kuwait. Due to the dedicated services of Bangladesh Armed Forces, the country has been able to upgrade the economic relations in a comprehensive partnership. For instance, Kuwait provides development financing soft loans to Bangladesh under the priority areas

of Kuwait Fund for Arab Economic Development. So far, Bangladesh has received over a half billion dollars of financial assistance under this programme. Some also argue that the ongoing peace-building efforts have solidified the assurance of the stable crude oil trade of Bangladesh (Chowdhury, 2020). Bangladesh might explore similar fields of economic relations with Qatar in the near future.

c.   Militarily, peace initiative can strengthen the existing military partnership and open up new doors of collaborations in terms of joint-exercises, defense agreement, knowledge and technology sharing. Besides, working in the foreign countries with other nation's military personnel will enhance the knowledge, skills and interoperability between Qatar and Bangladesh Armed Forces. Additionally, active involvement and successful peace-building activities will enhance the image and reputation of Bangladesh and will open up the new opportunities of exporting semi-skilled and skilled manpower in Qatar.

d.   The most important fact is that this kind of peace initiative provides unique networking opportunities to improve military diplomacy and comes with a strong financial support such as remittance which can be used in the development of military infrastructures, trainings and overall capacities of the Armed Forces. Deputy Chief of Staff (Admin), Qatar Armed Forces visited Bangladesh in September 2023. During the visit the delegation has showed a strong desire for purchasing military gears and other accessories from Bangladesh. The visit created a new horizon of exporting Bangladeshi products for Qatari Armed Forces.

Conclusion

Peace-building has been a vital agenda for the UN since its inception in 1948. It is one of the core agenda along with the peacekeeping and peacemaking. During the cold war, the world witnessed a surge of conflicts and political crisis across the world. Over the years, these conflicts have gained multifaceted dimensions and substantially impaired the paths of sustainable peace. For this reason, the definitional aspects, subject matters, and implementation actions plans of peace-building of today's world have changed greatly in compared to the earlier times. Similar changing trends are also visible in the components of peace-building. There are significant changes in the components of peace-building that aim to capture holistic and more rigorous efforts for achieving sustainable peace. Likewise, the ways or processes of peace-building have also evolved significantly over the years.

This paper takes a critical assessment of the role of Bangladesh Army in Kuwait and Qatar. Following the conclusion of the Gulf War, Bangladesh Army was deployed in Kuwait for conducting an EOD mission in 1991. Under this mission, the EOD team was assigned to remove the land mines and explosives from the soil of Kuwait. At present, different contingents of Bangladesh Army are deployed to conduct peace-building activities under the command of BMC Command Headquarters.

This paper argues that the ongoing mission of Bangladesh Armed Forces in Kuwait and Qatar does represent a bilateral peace-building initiative with some distinct features beyond the traditional peace-building operations. It also notes that Bangladesh has effectively employed its

political, diplomatic and military diplomacy to achieve global recognition as a credible and efficient partner of both peacekeeping and peace-building.

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LIKERSHIP: A 'RABBIT HOLE' TO BE AVOIDED IN LEADING THE SUBORDINATES

Brigadier General Md Syeedur Rahman, afwc, psc, MPhil

"If you just set out to be liked, you will be prepared to compromise on anything at any time and you would achieve nothing."

- Margaret Thatcher[1]

Abstract

Leadership is the art of motivating the subordinates to act in a manner that enables them to achieve a common goal. Likership, on the other hand, is doing whatever pleases the subordinates to be popular and liked. It is, however, natural that every human being wants to be liked, but military leaders prefer to be liked as likability has a strong link with subordinate leadership. Unfortunately, likership and leadership cannot move together as adoption of likership affects various leadership functions i.e. decision-making, authenticity, mission accomplishment, etc. Though likeability is an essential element of leadership, it should not refrain a military leader from exhibiting various leadership traits. Making a balance of likability in leadership is therefore a good option for all military leaders in leading the subordinates. Although likeability is the result of perfect leadership, a military leader can improve his likeability by accepting disagreements, avoiding popularity contest, sharpening soft skills, and so on. Conversely, when a leader is respected by the subordinates usually he is also liked by them. Therefore, apart from improving likeability, a leader can strive to earn respect from the subordinates through competence, honesty, decisiveness, courage, etc. Overall, a good balance of likeability in leadership enables a leader to instil confidence among his subordinates to take on any challenge; and in challenging situations subordinates follow a proficient leader, not a leader they like.

***Keywords*:** Likership, leadership, military, likeability, subordinates, leader, respect.

Introduction

Who does not want to be liked? Yes, we all want to be liked, be it by a stranger or a loved one; because we become happy when we are liked by others. It makes us feel valued and such feelings is quite addictive. We are social creature by nature, therefore 'herd-like' instinct is built into us. We need a community to survive and we feel left out when we are not liked by others. Apart from being liked, we also want to be famous. A recent study on the youth revealed that becoming famous is their most preferred future goal.[2] Not only youngsters, more than thirty percent adults also daydream about becoming famous.[3] A reason for such a mindset is our desire for external confirmation, acknowledgment, and attention. Another probable reason is that we believe being liked or being famous is the fast track to happiness. But, unfortunately many of us are

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[1] https://www.brainyquote.com/authors/margaret-thatcher-quotes (Accessed on 05 June 2023).
[2] S.B. Kaufman, 'Why Do You Want to Be Famous'?
[3] B. Carey, 'The Fame Motive', The New York Times.

oblivious that fame allows a person to be known by many, but it does not necessarily mean that he is respected by all of them.

Respect, on the other hand, is a core value as it plays a crucial role in maintaining discipline, cohesion, effectiveness, etc. Respect is also crucial for team success and for successful mission accomplishment, military leaders may wish to be liked by their subordinates. But, it is highly expected that leaders make the right decisions irrespective of those being liked or disliked by the subordinates. Military leaders are also duty-bound to prepare and develop the subordinates to undertake multi-faceted challenges to achieve organizational goals. Therefore, it is not obligatory for military leaders to be liked, and historically we find many great military leaders who were not well-liked by their subordinates i.e. General George S. Patton, General Erich Ludendorff, etc. But, it would be inappropriate to infer that a military leader must not to be concerned about being liked, because there is a substantial correlation between likeability and the under-command's assessment of a leader.[4]

Likeability is a quality that makes a person likeable to others, but when a military leader leads his under commands based on their likings and makes decisions accordingly, then it is likership, not leadership. Likership and leadership are not mutually exclusive, because leadership is 'influencing the under commands' and likership is 'being influenced by the under commands'. Though some academia argues that a leader who is liked by his subordinates is more effective as the subordinates remain more satisfied and resultantly perform better.[5] But, such arguments are not well accepted and military as an organization dejects likership. It is believed that likership blurs the line between comradeship and authority, which in turn affects decision-making and authenticity of a leader. In addition, when a leader adopts likership he provides popular decisions, but most often not the right ones. At this backdrop, this paper will endeavour to explain likership, examine why some military leaders adopt likership, its impact, and suggest how a military leader can balance likeability to lead the subordinates.

Likership

Before defining likership, it is necessary to understand few pertinent terms i.e. respected, liked, popular, and famous. 'Respected' means being admired by many people for good reputation, qualities or achievements i.e. Mother Teresa. 'Liked' means people who know a person and also like that person i.e. Lionel Messi. 'Popular' means a person who is followed and well-liked by many i.e. Elon Musk. 'Famous' means a person who is known by many, but not necessarily being liked by them i.e. Osama Bin Laden. Being popular means being liked by many, while being famous means being known by many. In other words, famous refers to 'recognition' and popular refers to 'reputation'. On the other hand, a person can be liked, but not respected; in contrast, if a person is respected, in most cases he is also liked. For clarity, a general comparison of characteristics between leaders who are liked and leaders who are respected is shown in Figure-1.

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[4] 'Leadership and Likership' available at https://themilitaryleader.com/leadership-likership/ (Accessed on 11 May 2023).
[5] R. Gibson, 'Leadership vs Likership'.

Figure-1: Comparison of 'Liked' and 'Respected' Leaders

Source: Author's Own Construct

Disregarding the contradiction of whether leadership is an action, art, science, process or ability, few recognized among numerous definitions of leadership are:

    a.   It is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation.[6]

    b.   It is the ability to influence and guide the followers of an organization.[7]

    c.   It is the art of motivating a group of people to act towards achieving a common goal.[8]

Contrarily, the definition of likership is neither very diversified nor widely recognised. Likership, in simple term, is a way of leading by placing least emphasis on the mission or goal, and maximum emphasis on being liked by the under commands. Likeability and likership are closely related, therefore it is also defined as, 'doing whatever pleases to get fame and be liked by the people'.[9] The quality that allows a person to be liked by others is called likeability and it is a complex skillset, therefore many also refer likeability as 'X-factor'. Some people are inborn with the quality of being liked by others, but for most people it requires perseverance. Therefore, in the quest of being liked by others or for gaining more likeability when a leader disregards various attributes of leadership then it is termed as likership.

It is natural that a military leader being a human being would want to be liked. But, in military, likeability is generally considered as a personal trait which is unrelated to professional competence of a leader. A military leader is expected to make sound decisions and provide clear

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[6] US Army Doctrine, 'Army Leadership' (FM 6-22).

[7] N. Barney, 'Leadership'.

[8] S. Ward, 'What is Leadership'?

[9] M. Allen, 'Ten Essential Lessons Learned when Transitioning from a Long-Term Tenured Pastor in the African American Baptist Church', Liberty University, 2017.

purpose to achieve desired outcome. Therefore, a leader who treats his under commands with respect and makes tough but right decisions is distinctly different than the one who in the fear of being disliked makes popular but wrong decisions. In connection to popularity, some academia define likership as 'doing what is popular in order to be liked – with no concern for right or wrong'.[10] For example, when all military members are instructed to walk minimum twenty kilometres as a test of physical endurance during Summer Training Exercise, if a Commanding Officer allows his subordinates to walk less than the prescribed distance on the basis that it will be liked by his under commands, then it can be considered as a classic example of likership.

Reasons for Adopting Likership

We, human beings are social animals who seek attention and also need to bond with others to form a community for survival. Being accepted and integrated stands high among our primary needs; therefore, the desire to be liked is an endless chase for the homo sapiens. Nowadays, social media also feeds our primal desire for peer attention, and such technological innovations have actually made things worse. Likes, followers, and retweets now provide a measurable data about one's social status and 'status' is one type of popularity which is perceived to be the prime appeal of fame[11] (in addition to status, few other motives for seeking fame are mentioned in Figure-2). So, being liked by others is a trait which most of us seek as it is linked with status, fame, popularity, and so on.

Figure -2: Principal Motives of Seeking Fame

Source: Author's Own Construct

It is accepted that if a leader is well-liked by his subordinates, he can easily connect and develop the feelings of belongingness which facilitates team building and mission accomplishment. But, likeability has a weak link with the very fundamental tasks of a military leader i.e. decision-

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[10] P.K. Chappell, 'The Art of Waging Peace: A Strategic Approach to Improving Our Lives and the World', Easton Studio Press, LLC, 2013.
[11] Op. Cit. S.B. Kaufman.

making, supervising the subordinates, etc.[12] Decision-making is so vital that Forbes Journal rated it to be the single quality that all leaders must possess.[13] Since decision-making is not easy and also linked with subordinates' emotion and cognitive factors, many leaders fall into the 'rabbit hole'[14] of adopting likership instead of leadership. It allows them to be seen as friendly and amiable, whereas leadership presents them as tough and demanding.

In the military, respect is fundamentally two-dimensional; extrinsic i.e. saluting, obeying orders, etc and intrinsic i.e. gratitude, solidarity, etc which develops trust. Mutual trust between the leaders and the subordinates is vital for mission success, especially the challenging ones. A recent survey revealed that about 15% officers and men think that present state of mutual trust in Bangladesh Army needs attention.[15] The US Armed Forces also observed reduction of trust and confidence among its personnel by 14% in last three years.[16] Our regional armies are also facing similar challenges with trust.[17] Ironically, decline of trust discourages a leader to take tough but right decisions, and encourages to take popular but wrong decisions. Furthermore, some leaders unknowingly believe that doing the popular thing would assist them in improving trust and respect. Therefore, a leader's inaptness in recognizing the correct approach of improving trust (i.e. providing right decisions and clear intent, accepting prudent risk, setting personal example, etc) pushes him to take the easy path of likership.

A military leader who is well-liked is perceived to be friendly, approachable, and safer to be around. Scientifically we feel vulnerable when we think about being unpopular and our bodies release an internal, inflammatory response to prepare for any eventuality.[18] Since 'being liked' is a natural phenomenon for the human beings, it becomes very challenging for the young military leaders to make a distinction between 'being liked by the subordinates' and 'leading the subordinates'. Some leaders also adopt likership to attain self-satisfaction i.e. my subordinates consider me as 'a great guy', my likeability is helping me in creating a 'conducive command climate' and improving 'esprit-de-corps', etc. Some leaders also prefer to avoid personality conflicts and let the subordinates make decisions i.e. do whatever you feel appropriate, thereby takes the side of likership. A survey was conducted among few officers of Bangladesh Army (Major and below) to identify possible reasons for seeking likes from the subordinates and the result is shown in Figure-3.

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[12] J. Gardner, 'On Leadership', New York, NY: The Free Press, 1990.
[13] D. A. Smith, 'The One Leadership Quality That You Need: Decision-Making'.
[14] **'Rabbit hole'** - a phrase that refers to getting absorbed in a particular activity or interest to the point of losing track of time or neglecting other responsibilities.
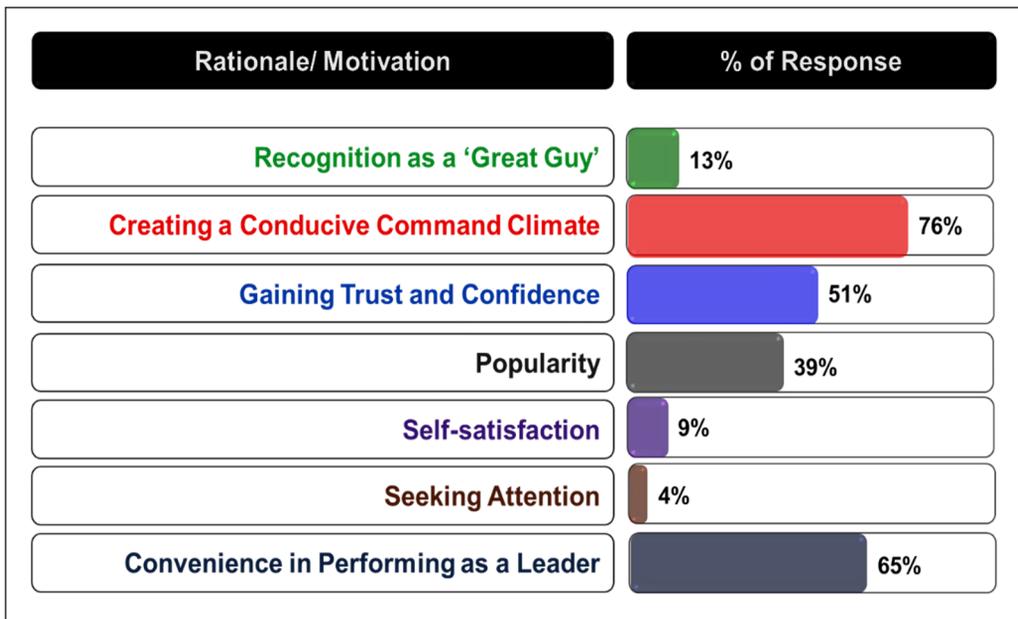[15] Army Project Study on 'Factors Essential for Enhancing Mutual Trust, Bond and Team Spirit in Bangladesh Army', by 17 Infantry Division on 14 August 2023.
[16] https://www.stripes.com/theaters/us/trust-in-the-military-is-declining-while-its-reputation-remains-high-according-to-new-survey/ (Accessed on 23 August 2023)
[17] D. Tiwary, The Indian Express, 'We have Strategies for Depsang. Trust Deficit Exists: Army Chief'.
[18] L. Dominguez, 'The Surprising Reason We Carve for Popularity'.

Figure-3: Possible Reasons for Seeking Likes from the Subordinates

Rationale/ Motivation	% of Response
Recognition as a 'Great Guy'	13%
Creating a Conducive Command Climate	76%
Gaining Trust and Confidence	51%
Popularity	39%
Self-satisfaction	9%
Seeking Attention	4%
Convenience in Performing as a Leader	65%

Source: Survey Conducted by the Author

A military leader remains responsible for inspiring the subordinates and setting clear yet challenging vision to empower the subordinates. Well-liked leaders generally possess a positive attitude that inspires and motivates their under commands, and they can be charismatic as well.[19] Such a friendly attitude also assists a leader in smooth commencement of various challenging tasks, therefore many consider likeability as a 'sweet spot' of leadership. More so, many leaders, generally the young ones, struggle to say 'no' to a popular decision as they do not want to upset the subordinates and affect their motivation.[20] As a result, natural human instinct in conjunction with the struggle of addressing the perceived fear of being disliked abstain many leaders from saying 'no' with getting the thumbs-down on likability.

Impacts of Adopting Likership

An axiom prevails in the military that 'if a leader handles his soldiers too softly in barracks, he will not be able to command them effectively in battle'. Therefore, military organizations remain wary of the extent of likeability while leading the subordinates because 'the more liked' a leader becomes, the more chances are there that the lines between comradeship and authority becomes blurred. It is true that in today's world leadership is not about just giving orders and remaining tough, it is about working as a team where likability has a direct correlation with trust, motivation and charisma of a leader.[21] Therefore, being liked by the subordinates assists a

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[19] A. A. Cheikh, 'Trust vs Likeability: Which Approach Works Better for Leaders in Day-to-Day Work'?
[20] J.S. Naugle, 'Leadership is not Likership', 27 November 2018.
[21] M. J. Martinko et al., 'An Exploration of the Role of Subordinate Affect in Leader Evaluations,' *Journal of Applied Psychology*, No. 7, 2018, p.739.

leader in performing various leadership functions, but when a leader adopts likership he usually fails. There is no exact formula of success, but the formula of failure is trying to be liked by everybody.[22] Following are few more noteworthy adverse effects of adopting likership in the military:

    a.   A leader is expected to be friendly, but one should limit the level to which the friendship extends. Too much of friendship, because of likership, often causes disobedience. It also affects healthy relationship and emotional attachment between the leader and the led resulting in lack of trust. As a result, subordinates start distancing themselves from the leader.

    b.   The concern for receiving appreciation from the subordinates affects mental or emotional well-being. It easily spirals when a leader continuously dwells on why some under commands do not like him and how he can be liked by them. Thereby, a leader finds himself experiencing more stress, anxiety, or depression.[23]

    c.   The attitude of increasing likeability as opposed to increasing success not only affects the leaders and the led, but also the organisation as a whole. Adopting likership when a leader eventually fails, he swings to the other extreme end of leadership i.e. being too rigid or harsh, because, likership lacks substance and is not a sustainable method to effectively lead the under commands. Likership, as a leading methodology is also fragile, even in favourable circumstances, because it is subjective and it revolves around pre-determined factors.[24] Resultantly, likership affects career opportunities, organisational culture, productivity, innovation, and so on.

    d.   Leaders adopting likership also tend to develop a tendency to target or harm those subordinates who do not express their likings for the leader. Such attitude often creates rift among the subordinates; most importantly between the virtuous and the wicked ones because, contrary to the beneficiary group the proficient subordinates want their leader to lead with courage, ethics and trust.

    e.   Being well-liked is a by-product in military leadership and it should not affect decision-making of a leader.[25] Decision making is one of the major responsibilities of a military leader, but when a leader adopts likership instead of leadership, his decision-making process gets biased by the likership factors. Resultantly, the leader makes flawed decisions (as explained in Figure-4).
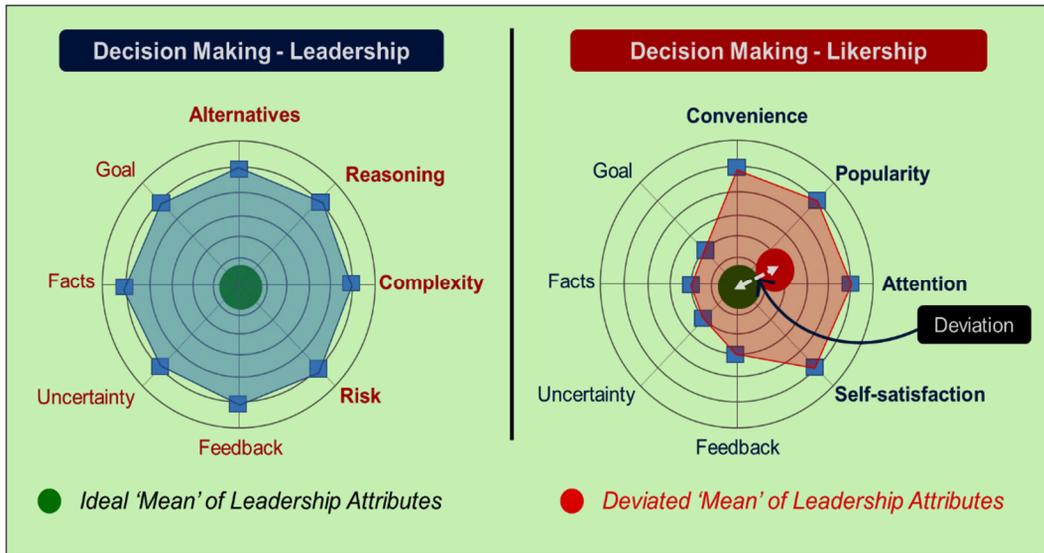
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[22] 'Leadership not Likership – How will you Use your Influence'?
[23] J. Nolan, 'I Want Everyone to Like Me'.
[24] R. J. Mareno, 'Leadership vs Likership'.
[25] M. Page, 'Do you have to be Likeable to be a Leader'?

**Figure-4:** Effects of Likership Attributes in Decision Making

Source: Author's Own Construct

f.   A leader is expected to help others, offer emotional support, and even accept risks for the sake of his subordinates. However, when a leader does so for being liked, it goes beyond the bounds of a positive command environment. Resultantly, it becomes a cause of stress that undermines team achievement or esprit-de-corps.

g.   A leader who prefers to be liked often stays away from difficult conversations; tells under commands what they want to hear rather than what they need to hear; and often uses subordinates' likeability as a signpost to impress his superiors.

h.   A leader is expected to encapsulate an element of nonconformity and challenge the status quo. When a leader adopts likership he usually conforms to the popular decisions thereby the subordinates fail to understand what they really stand for and exhibit low performance. Altogether, the leader becomes a good people-pleasure or populist, but equally ineffective.

j.   A leader who adopts likership often tries to 'fit in' to avoid upsetting anyone and evades personality conflicts with the subordinates. He degrades his own personality, moral, beliefs, etc. and also loses authenticity to his subordinates.[26] Altering own persona to become more likable, a leader gradually becomes less honest, less natural, and less himself.

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[26] S. Grover, 'How Wanting to Be Liked Gets You Rejected'.

Figure-5: Adverse Effects of Adopting Likership in the Military
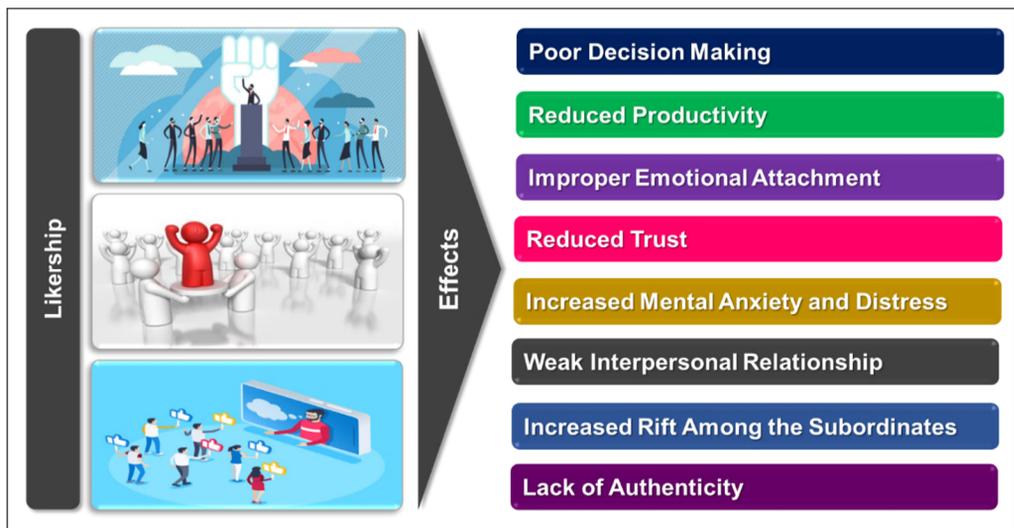
Source: Author's Own Construct

Contrary to the aforesaid adverse effects, some academia argues that the negativity in defining likership fails to capture its positive influence on leading the subordinates because likable leaders lead differently than high-performance leaders and make every subordinate feel valued. [27] They also help promoting harmony in contrast to high-performance leaders who typically exert dominance. Therefore, likeable leaders are comparatively better than the leaders who are less liked by the subordinates. Few academia have also proven the existence of a strong correlation between likability and transformational leadership, which is considered as an effective leadership style in large organizations like the military.[28] If a leader is well-liked then he can easily connect and provide required guidance to the under commands. More so, most subordinates assess their leaders based on their personal liking rather than the leader's actual performance.[29]

Balancing Likeability in Leadership

A notable dichotomy most leaders face is the necessity of leading the subordinates with good leadership skills and achieving a certain level of likeability. Though historically most of the military leaders who were successful kept themselves away from seeking likeability,[30] but most of us subconsciously want a bit of both. To achieve success, if a leader adopts authoritarian leadership style then he prioritizes results but not congenial atmosphere. To achieve likeability if a leader adopts likership then he prioritizes popularity but not the right decisions. Therefore, without making

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[27] P. Mitchell, 'Popular: The Power of Likability in a Status-obsessed World', Penguin, 2017.

[28] D. J. Brown et al., 'Elaborating the Construct of Transformational Leadership: The Role of Affect,' The Leadership Quarterly 16, No. 2, 2005, p.267.

[29] C. McAllister et al., 'Why Likable Leaders Seem More Effective'.

[30] T. C. Premuzic, '3 Reasons Why Likability in Leadership can Backfire- According to Science'.

a balance of likeability a leader is likely to face challenges in direction, motivation, commitment, trust, empathy, and so on.

Definitely likability has a link with leadership, but likership and leadership do not always move together. These two are also not antonymous; like love and fear they remain parallel. Each of them is different but not opposite. In connection to likeability, a clinical psychologist opined that if about 85 percent of your subordinates like you, you are probably doing something right. If it is much less than that, you are probably not doing enough. If much more than that, you are probably doing too much.[31] Such opinion also indicates that balancing the level of likeability in leadership is a major challenge for most military leaders. Scientifically our urge to be liked reaches its zenith at a young age and continues to affect our cognitive abilities even we are all grown up.[32] Therefore, young officers are likely to face more challenges in making a balance of likeability in leadership. A survey among few young officers (Captain and below) also indicates that a good amount of them (56.25%) while leading their subordinates prefer being liked rather than being tough.

While a leader endeavours to achieve a balance, the fact remains that likeability and leadership do not cancel each other out because being liked is not a requirement to be an effective leader, but it does help when the subordinates need to go the extra mile. Though likeability is the result of perfect leadership and for many it does not come naturally, but to achieve a balance it requires some individual efforts. Following are few aspects (also shown in Figure-6) which all military leaders can keep in mind to improve likeability, without affecting leadership:

    a.   It is important to listen to subordinates when they have an issue and then honestly try to help them. A leader is a problem solver for the subordinates, so he should never fall short. The under commands must be treated with respect, listened to what they have to say, and individual contributions should be valued and recognized. The under commands may not do things the way a leader does for them, but that does not make them wrong.

    b.   A leader needs to understand that not everyone will like him and he must get over worrying about it. For a leader, it is more important to get the job done. Therefore, if the subordinates like the leader, it is a bonus but not a condition. A leader should strive to sharpen his soft skills i.e. communication, adaptability, emotional intelligence, etc. to make sound decisions and improve team performance.

    c.   Many leaders seek validation and approval from others because they do not have a good opinion of themselves. Nurturing and growing self-esteem can reduce a leader's external need for approval. A leader should believe that he is good enough and others' opinions are sometimes irrelevant.

    d.   It is okay if subordinates sometimes disagree and it is good to have different perspectives. A leader should take such differences in positive spirit as long as it does not

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[31] 'Leadership is not Likership' available at https://www.readingeagle.com/2018/11/27/leadership-is-not-likership/ (Accessed on 08 July 2023).
[32] Op. cit., P. Mitchell.

violate the core beliefs or moral compass. A leader must give himself the opportunity to learn from others.

e.   When a leader takes tough decisions for accomplishment of a mission, it makes him momentarily unpopular. Therefore, 'not-so-easy decisions' should be taken with care and a leader should keep some space for communication by his under commands, so that, if a logical modification is necessary, it can be made.

f.   A leader's job is to lead his under commands, not to be their best friend. There will be times when giving candid feedback or saying 'no' will upset the under commands, and it is normal. A leader must remain morally upright while making decisions and focus on empowering the subordinates.

g.   A leader should never demonstrate that he is always the smartest person in the room. Rather, he should let his under commands display their competence by asking them instead of telling. Even if the leader knows the answer, it is worthwhile to ask a subordinate. Such technique pays the benefit of conveying respect for the under commands.

Figure-6: Aide-mémoire of Improving Likeability in Leadership

Source: Author's Own Construct

A leader's reliability increases when his subordinates realize that their leader is handling various issues with confidence and most importantly, with integrity. The secret sauce in leadership is that when a leader is respected by his subordinates, they eventually end up liking the leader. Therefore, another way of improving likeability is earning respect from the under commands, because, respect is not built on emotions and it has more staying power. A survey was conducted among officers (Lieutenant Colonel and below) where each opined his preference between being liked and being respected (Figure-7). The result of the survey indicated that the desire for earning respect and being liked varies with the length of military service.

Figure-7: Preference of Officers between 'Being Liked' and 'Being Respected'
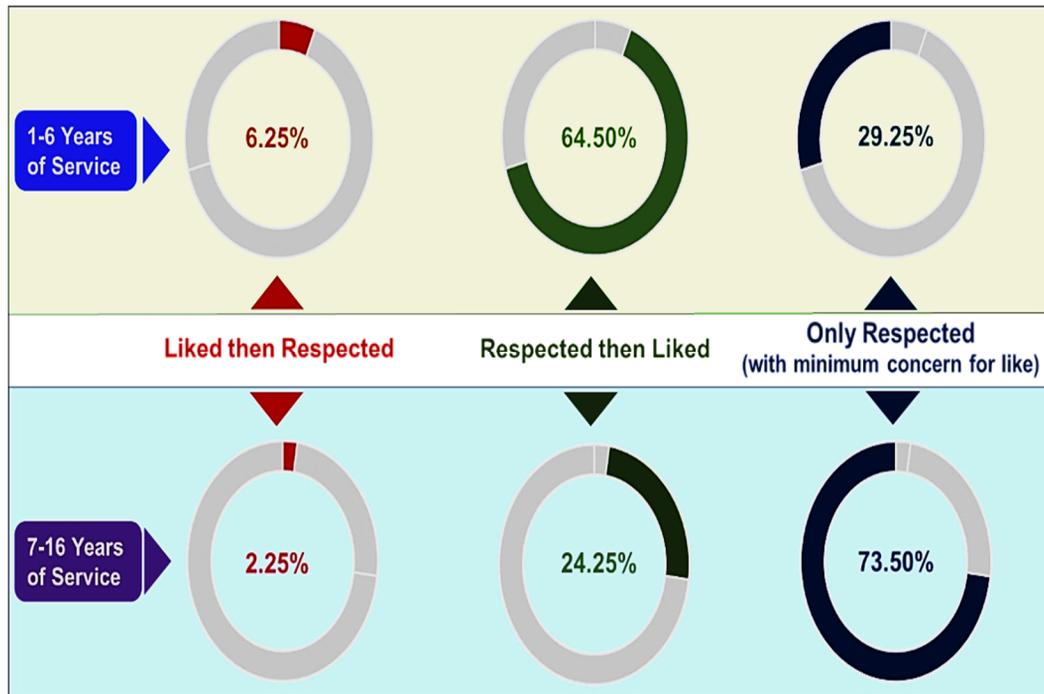

Source: Survey Conducted by the Author

A leader can earn respect by making the subordinates do the things they do not want to do and helping them get what they want; but it takes time and it is usually an accumulation of number of decisions made by a leader. It is also found that leaders who are loyal and cooperative are most liked, whereas leaders who are honest, compassionate, trustable are more respected.[33] Such findings imply that a leader's morality is more important in shaping likeability, whereas a leader's competence[34] is more important in shaping respect. Competence of a leader not only assists in earning respect but also facilitates informed decision-making and improves proficiency of the subordinates.[35] Therefore, as a leader achieving competence is one of the best ways to channel likeability to respect (A relationship between a leader's competence and likeability is shown in Figure-8).

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[33] J. Wortman et al., 'The Personality Traits of Liked People', Journal of Research in Personality, No. 45, 2011, pp. 519–528.

[34] **Competence** - the quality or ability to do something successfully or efficiently having sufficient knowledge, judgment, skill, or strength.

[35] A. G. Hartley et al., 'Morality's Centrality to Liking, Respecting, and Understanding Others', Social Psychological and Personality Science, 7(7), 2016, pp. 648–657.

Figure- 8: Relationship of Competence and Likeability of a Leader
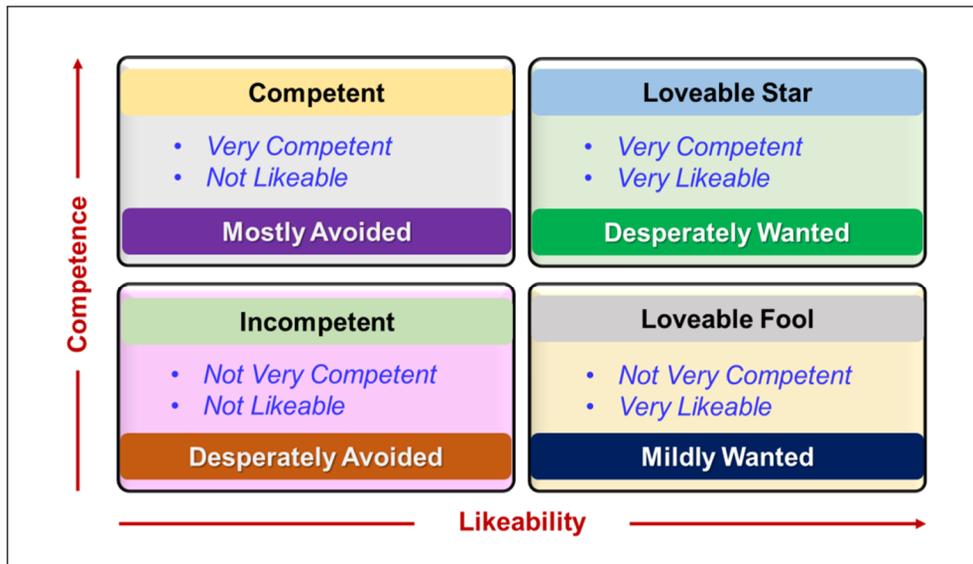
Source: Harvard Business Review 2005

Liking and respecting are two fundamental dimensions of perception. It is opined that the subordinates judge a leader on three parameters; how likeable is the leader, how powerful is the leader, and how competent is the leader.[36] A leader can be judged instantly on likeability, and relatively quickly on strength, but it takes a bit longer to assess a leader's true level of competence. Therefore, to earn respect through competence a leader should seek consensus in the decision-making and use logical reasoning without cognitive biases. Biases act as brain bugs which defies the accuracy of a decision. In addition to competence, a leader should be honest, decisive, ethical, courageous and empathetic to be respected by the subordinates. It must be borne in mind that achieving a balance of likability in leadership is challenging, and likeability of a leader ultimately comes down to clear understanding of the following four factors:[37]

a. **Amiability** - ability to communicate liking and openness to others.

b. **Relevance** - capacity to connect with subordinates' interests, wants, and needs.

c. **Empathy** - ability to recognise, acknowledge, and experience subordinates' feelings.

d. **Legitimacy** - the integrity that stands behind a leader's likeability and guarantees its authenticity.

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[36] J. Sondergaard, 'The Benefits of being Likeable'.
[37] T. Sanders, 'How High is Your Leadership Likeability'?

Conclusion

Leadership is the art of motivating the under commands to achieve a common goal, whereas likership is doing whatever pleases the under commands to be popular and liked. The old adage, leadership is not about being liked but about performance, is not quite correct in the 21st century, because while the leaders need to lead, they also need to focus on developing rapport and team spirit. As human beings, we have an instinctual need to be liked and accepted amongst our team members, and such need becomes stronger in challenging situations. However, a leader's desire for acceptance should never surpass the desire for accomplishment. It is true that being liked does not make a person any less of a leader and it becomes easy to lead the subordinates when a leader is liked. But, if a leader prioritizes likership over leadership, then the leader is bound to fail. Therefore, in a nutshell, a leader should aim not to be hated and he should not aim to be liked as well.

To lead, a leader needs likeability of his subordinates, but it only makes up a small portion of the recipe. In military, a leader should be friendly and he should limit the level to which the friendship extends; because too much of friendliness often causes disobedience and disrespect. To improve likeability without affecting leadership, a leader should harmonize expectations, accept disagreement, align moral compass, sharpen soft skills, and so on. Likeability assists in productivity and also increases individual happiness. Apart from improving likeability a leader should also strive to be respected. When a leader is respected, he is automatically liked by his subordinates and subordinates respect those leaders who are competent, honest, decisive, ethical, and courageous.

It is crucial to realize that in critical situations if a choice needs to be made, the subordinates will follow a leader with good leadership qualities rather than a leader they like. Therefore, for military leaders likership is a rabbit-hole that must be avoided, because it never fetches success in the long run. Nevertheless, better leaders use likeability of their subordinates to achieve the best outcomes. A leader should therefore be liked, respected, loved, and feared but a leader who adopts likership often fails and ends up using only fear in generating followership. Being liked is an important slice of the pie, but definitely not the whole pie. Furthermore, it is easy to lead when a leader is liked, but it is not easy to be liked when a leader truly leads the subordinates.

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EXAMINING YOUTHS' PROPENSITY FOR JOINING BANGLADESH ARMY WITH THEORY OF PLANNED BEHAVIOUR

Colonel Md Enamul Isalm, psc, PhD

Abstract

Every year, Bangladesh Army enrolls many youths, primarily as soldiers and officers. Recruitment process is a regular phenomenon of Personnel Administration Directorate. This study empirically examined Bangladeshi youths' intention to pursue a military career with a modified Theory of Planned Behaviour. Icek Ajzen and Fishbein postulate that human choice to perform behaviour is determined by attitude towards that behaviour, subjective norms related to the behaviour, and perceived behavioural control. This singular hypothetico-deductive study obtained data from 98 school and college students to ascertain their intention to join the Army. Propensity has been shown as a valid indicator of a youth's intention to join the Army. A hypothetical model was tested using computer aided statistical software. The study found that bright and brilliant students have less proclivity for joining the Army, the media has a significant role, and friends and peers significantly influence decision-making in career planning. Male students have a positive penchant for the Army, while female students posit a negative perception. This study opens avenues for future research to assess the psychosomatic and psychological orientation of youth's propensity to join the Army. The findings of this study could be used to meet the challenges faced by the Personnel Administration Directorate.

Keywords: Theory of Planned Behaviour, Bangladesh Army, youth's propensity for joining army, youth's perception about Bangladesh Army.

Introduction

Bangladesh Army has two different recruitment systems; for example, the officers are selected through the preliminary test, written test, and Inter-Service Selection Board (ISSB), while soldiers are recruited by the Branch Recruiting Unit (BRU). Due to its atypical nature of duty, the military profession is well-known as a 'way of life'. Military organizations often seek to attract many qualified and potential applicants with positive attitudes and beliefs. Military authority always wants its incumbents to stay longer and serve the nation. The senior leadership wants Bangladesh Army to be the 'pride of the nation', which also attracts many youths to join the Army. Therefore, positive-minded applicants are desirable in the Army. Military recruiting agencies often offer attractive packages to potential candidates with physical and digital advertisements. On the contrary, using excessive incentives in overwhelmingly attractive employment offers may have adverse consequences, leading to elevated employee turnover rates, mainly when targeting persons who were initially uninterested. Moreover, in periods of sluggish economic expansion, individuals may face restricted job opportunities, leading them to potentially pursue occupations and careers that were not originally part of their plans. Consequently, this places a greater responsibility on organizations and employers to identify suitable employment opportunities that align with the workforce's needs and interests (Lim, 2022).

The discipline, aristocracy, opportunity to serve the country and job security encourage the young people to enroll in the Armed Forces in Bangladesh. Hence, the military is the most desirable and expected profession among job seekers. All those members who had no desire to join the military often find themselves in enigmatic situations. They fail to perform better and find difficulties climbing the ladder of promotion. Gibson, Griepentrog and Marsh (2007) have argued that parents' influence on the youths significantly impacts the intention to join the defence force. The study also examined that their behaviour and attitude influence youth's choice to join the Army in the USA from early childhood, and the potential candidates monitor the Army's engagement as they grow up and decide to join the noble profession. To date, no study has considered the factors determining youth's intention to join the military. Today, the human resource management department faces difficulties in recruitment goals. The propensity or preference of youth to participate in the Army is an overall measure where the influence of many factors is considered in psychosomatic and psychological studies conducted worldwide.

Therefore, this study aims to investigate the propensity of Bangladeshi male and female youths to pursue a military profession after completing their secondary and higher secondary curriculum. The study is accomplished by using Icek Ajzen and Fishbein's Theory of Planned Behavior (TPB) model (Ajzen, 1991b), which posits that the probability of engaging in a particular behaviour is influenced by the level of intention to engage in that behaviour. The penchant for joining the Army is likely to be affected by three facets: attitude, subjective norms, and perceived behavioural control (Ajzen and Fishbein, 1980; Gibson, Griepentrog and Marsh, 2007; Kuiken, 2015; Sonja, 2018). The results obtained from this study may have significant value to the Personnel Administration Directorate to address human resource management and their efforts to attract youths to consider joining the Army.

Discussion on Underpinning Theories

Profession and Occupation: Transformation of a Civilian into a Military Man

Hughes (1958), in his famous book 'Men and Their Work', explicitly argued that there are specific differences between profession and occupation. Profession implies the essential ingredients of trust, confidence, and belief in the chain of command, while occupation is merely a source of income. Military life is a profession, not an occupation. Young adults, especially those aged within 16 to 21, choose the military as a profession or a way of life. The discipline, attractive life leading, respect, honour, financial solvency, and socialization attract many young (Lim, 2022). Kelty, Kleykamp and Segal (2010) have argued that the military profession impacts young men's and women's transition into adulthood regardless of race, class, and social status. The authors have examined how the military as a profession facilitates the transformation of a civilian into a military man. The research explicitly mentioned that the military way of living a life and the training and career development programmes and opportunities drive a young civilian into a potential soldier.

Gibson, Griepentrog and Marsh (2007) have argued that the propensity of the candidates willing to join the US Army is often affected by contextual factors such as likely deployment area, job nature, and current military engagements. The authors have suggested that any study examining youths' intention for career decision-making should include parents' propensity and experience as

a variable. The military authority, with their persistent training and evaluation system at various training centers impart academic knowledge and shape a pure civilian into a potential military leader and soldier. The transformation of a civilian into a military environment is done with praise worthy training, character building, academic progression and ensured socio-economic and socio-cultural development.

Theory of Planned Behaviour: Youth's Intention to Join Bangladesh Army

The Theory of Planned Behaviour (TPB) is an advanced version of the theory of reasoned action (Hagger, 2015). Icek Ajzen introduced TPB in 1991 when he and his fellow researcher Fishbein modified the theory of reasoned action by including another variable (perceived behavioural control) into the previously propagated model (Iwu *et al.*, 2020). The TPB postulates that the strength to perform a behaviour is influenced by the intention, belief in subjective norms, and perceived behavioural control (Ajzen, 2006). Scholars in developed nations have conducted much research where they have applied TPB to examine military personnel's intention to specific behaviours such as weight loss intention in Iran (Sanaeinasab *et al.*, 2020), youths' intention to pursue an army career in post-national service in Malaysia (Lim, 2022), intention to join the military among the American youth (Ford *et al.*, 2014), and youth attitude towards military (Bailey *et al.*, 2002).

Youth Attitude Tracking Study (YATS) in the US Department of Defence Recruitment found that tracking advertisement and engagement of youths from various schools and colleges in pre-recruitment workshops increase youth's propensity for enlistment in the Army. The study also propagates that attitude and subjective norms strongly predict youth's intention to join the defence service (Ford *et al.*, 2014). Gibson, Griepentrog, and Marsh (2007) have stated that they have examined a modified version of the TPB model to empirically ascertain the influence of parents' intention on the enlistment of young Americans into the military. Their study revealed that subjective norms, attitude, and self-efficacy strongly predict youth's intention to join the Army. The parents positively influence their children to join the defence services. Ford *et al.* (2013) argued that pre-entry attitudes and expectations on military tenure during service significantly impact youth's intention to join the military service. The authors explicitly mentioned that a positive attitude towards military service would perceive a more robust match between their self-preferences and the benefits offered by the Army. Organizations should always propagate a realistic job preview to attract probable candidates. Authority should try to reduce the risk factors; otherwise, entrants will be disappointed with some aspects of military life.

Conceptual Framework

Attitude is Everything

Youth's propensity (also called intention) for enlisting in the Army (the behaviour) largely depends on their attitude. According to Likert (1932), human perspective can be measured in social science research. Ajzen and his colleague Fishbein have argued that behavioural intention represents natural behaviour. Usually, someone with a strong positive attitude will have a clear intention for the intended behaviour. According to TPB, attitudes toward an action primarily reflect one's behavioural outcome and form automatically and concurrently with these behavioural outcome beliefs. There exists a range of attitudes that exhibit variations in terms of their level of specificity in reflection of

the circumstances. Attitudes regarding a political leader can vary in specificity, with some focusing on specific aspects such as his haircut, dress, and style of public speech, while others adopt a more general perspective. For instance, particular individuals possess favourable views towards various entities, whereas others harbor negative sentiments against many individuals, things, and concepts. Moreover, attitudes towards an object can exhibit varying levels of distinctiveness concerning temporal and spatial settings (Ajzen and Fishbein, 1980; Ajzen, 1991a, 2006). The individual's attitude towards a behaviour is influenced by their beliefs about the potential outcomes or traits associated with engaging in that behaviour. An individual is firmly convinced that engaging in a particular action will yield favourable results and maintains a fair attitude towards the behaviour.

A Faithful Friend Assists in Career Decision

The youths usually do not make career decisions in isolation; instead, they discuss their career decision with someone they trust, who can provide necessary guidance and inspiration (Vinothkumar and Subramanian, 2016). The media also influence the potential candidate to join the military service. A study by Ahmad *et al.* (2021) found that the Malaysian Army rarely adopts advertisement or propagates its military recruitment using mass media; therefore, little is known to the incumbent. Their study also argued that peer/superior influence or inspiration to the students during the academic journey significantly impacts the intention of youth's behaviour towards the military profession. Iwu *et al.* (2020) have explicitly mentioned that the actions and decisions of a person are subject to the impact of the views and values held by individuals in proximity, including family members, friends, colleagues, mentors, and role models. An individual is more likely to engage in action when there is a favourable expectation of that behaviour from individuals in proximity. The availability of mentors and the acceptance and encouragement from family and friends are likely to stimulate potential candidates to pursue a military career (Downes and Olin, 1985).

Figure-1: Conceptual Framework
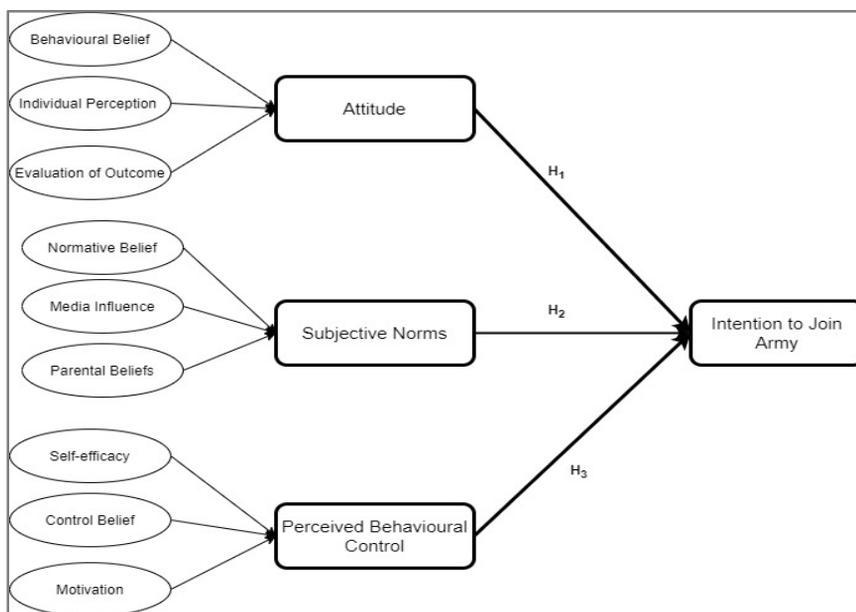
Source: Author's Own Construct

Behaviour Can be Controlled

Perceived behavioural control infers that it is the individual's assessment of the barriers they are likely to face during some particular behaviour or showing intention, as well as his ability to control those barriers (Dawkins and Frass, 2005, p.515). Lim (2022, p.101) argued that perceived behavioural control was an essential factor in his study, where easiness and difficulty to act were found to be strong predictors of youth's intention to join the defence force. Shah and Bahdur (2017) have argued that an entrepreneur's attitude, self-efficacy, and perceived behavioural control significantly impact career choice. Figure-1 shows the inter-relationship of the latent constructs placed in the modified model adapted from Ajzen and Fishbein (1980) and Ajzen (1991a, 2011). An individual's motivation impacts their behaviour toward a career decision. As a vital component of any effective management system, employee motivation is a powerful tool for inspiring productive behaviour that advances the business (Raisa and Tahsin, 2018, p.307). Fred C. (2011) has postulated that motivation for certain phenomena leads to the behaviour of that particular phenomenon.

The above mentioned discussion generates a few hypotheses that can be empirically tested. The hypotheses (H) are appended below:

a. Youth's attitude towards the military profession significantly impacts joining the organization (**H₁**).

b. Subjective norms are expected to influence youth's propensity to join military service (**H₂**).

c. Perceived behavioural control might affect youth's propensity for joining the military service (**H₃**).

Research Design

With a positivist research paradigm, the researcher wanted to test the modified TPB to ascertain the components of TPB for assessing youth's intention to join Bangladesh Army. The study is singular, which denotes rejecting or accepting hypotheses with a deductive approach. The target population of this study is Bangladeshi youths whose age is between 16 to 21 years. The study population is young (Class 10 to Honours 2nd year) students from various public and private schools and colleges in Chattogram and Khagrachari districts. The fundamental goal of the study was to assess the causal relationship of attitude, subjective norms, and perceived behavioural control antecedents with the youth's intention to join the military service. The researcher has considered 98 respondents, considering the maximum sample size allowed by the SmartPlS student version. The researcher adopted a 5-point Likert scale to measure exogenous latent construct 'attitude,' which was developed by Vinothkumar and Subramanian (2016); the modification guideline was taken from Gabriel *et al.* (2019). The attitude measurement scale has five items (questions); for example, respondents were asked to rate their response on a 5-point (1 means strongly disagree, and five means strongly agree) scale about "I believe that military persons enjoy a better personal and social life comparative to other citizens of Bangladesh," and "I think military service is a physically challenging job for me". The subjective norms variable has four items on a five-point Likert scale, for example, "My parents often advise me to choose the military way of life

for my future career," and "My friends have a positive attitude towards the military profession." Intention to join the Army was assessed to determine the respondent's proclivity to join the Army with five statements such as "I think I will try to enroll in the Army immediately after SSC or HSC examination" and "I will try to get through the admission test at first go for joining the Army". The final instrument had 20 items in 4 latent constructs and 2 demographic variables such as gender and age, the instrument achieved a reliable score of 0.877 Cronbach's Alpha which is much higher than the expected threshold (0.708). Total 147 research instruments were distributed among the respondents where 104 instruments were returned; unsolicited and more than 2 missing values instruments were not considered for the study.

Research Findings and Discussion

This research analyzed the factors influencing youth's intention to join Bangladesh Army. The researcher has collected empirical data from 98 respondents and analyzed data using SPSS version 23 and SmartPLS version 4.0.0. Eighty-seven male respondents participated in the survey, while female was only 11. Female students were not found interested in answering the survey questionnaire. There were three age groups among the respondents. Table-1 presents the age group.

Table-1: Age Group

Age Group	Frequency	Percentage (%)
16-18	45	45.9
18-20	23	23.5
20 and above	30	30.6
Total	98	100.0

Source: Author's Own Construct

The researcher has used a reflective model, as shown in Figure 2. The indicators loading (outer loadings), Average Variance Extracted (AVE), and Composite Reliability (CR) are shown in Table 2. There are 24 indicators in the model, and each indicator loading is above 0.6 (see Figure 2), indicating that the indicators have sufficient loading value for the assessment (Hair, Ringle, and Sarstedt, 2013; Hair *et al.*, 2019). All the constructs AVE and CR are above 0.5 and 0.7, indicating that constructs meet the requirement of reliability and validity (Lowry and James, 2014; Dijkstra and Henseler, 2015). In regards to the goodness of fit for the model under consideration, the standardised root mean square residual (SRMR) value is 0.074, which is below the threshold (0.08), and the normed fit index (NFI) is 0.837, which is also below the threshold. The model has failed to achieve the goodness of fit (Urbach and Ahlemann, 2010).

Figure-2: Path-Coefficient Result
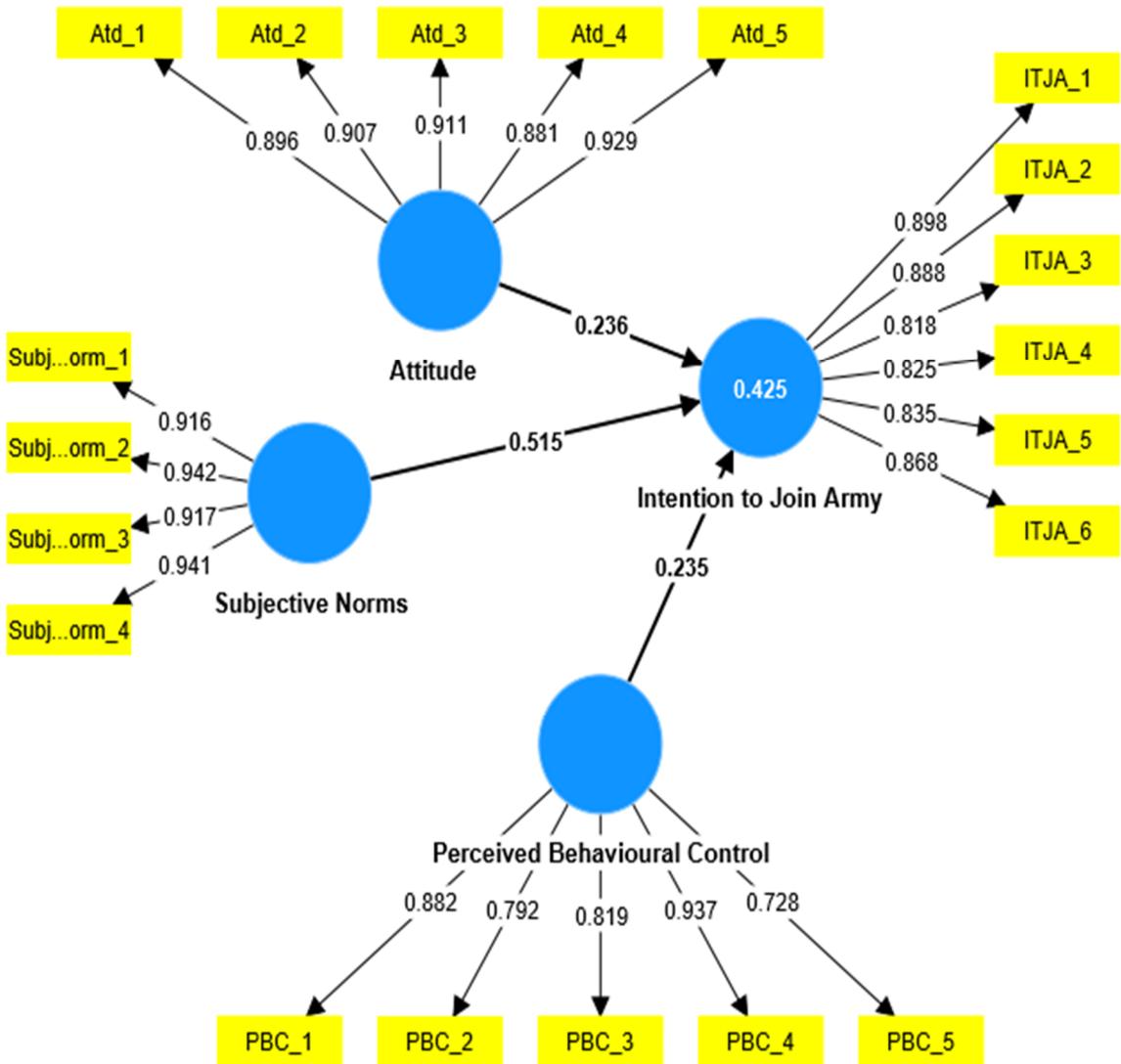
Source: Author's Data Analysis

Table-2: Assessment of Measurement Model

Latent Constructs	Indicators/ Items	Loadings	AVE	CR
Attitude	Atd_1	0.896		
	Atd_2	0.907		
	Atd_3	0.911		
	Atd_4	0.881		
	Atd_5	0.929	0.819	0.958
Intention to Join Army	ITJA_1	0.898		
	ITJA_2	0.888		
	ITJA_3	0.818		
	ITJA_4	0.825		
	ITJA_5	0.835		
	ITJA_6	0.868	0.732	0.943
Perceived Behavioural Control	PBC_1	0.882		
	PBC_2	0.792		
	PBC_3	0.819		
	PBC_4	0.937		
	PBC_5	0.728	0.697	0.919
Subjective Norms	Subj_Norm_1	0.916		
	Subj_Norm_2	0.942		
	Subj_Norm_3	0.917		
	Subj_Norm_4	0.941	0.854	0.962

Source: Author's Data Analysis

Table 3 displays the Hetrotrait-Monotrait (HTMT) ratio. The report indicates that the model is free from discriminant validity issues since all the construct's HTMT values are well below the threshold.

Table-3: Discriminant Validity (HTMT)

| Variables	Attitude	Intention to Join Army	Perceived Behavioural Control	Subjective Norms
Attitude				
Intention to Join Army	0.329			
Perceived Behavioural Control	0.208	0.178		
Subjective Norms	0.231	0.597	0.077	

Source: Author's Data Analysis

In the structural model, the indicator's collinearity reading was below 5 (inner model); therefore, the model is free from the multi-collinearity issues. For testing the hypotheses shown in the model (see Figure-1), 5000 sub-sample was considered from the original samples in bootstrapping procedures of Smart PLS software with two tail tests and a significance level of 0.05 set for the purpose. Figure 3 graphically represents the Smart PLS bootstrapping results.

Table-4: Smart PLS Bootstrapping Output

Causal Relationship of Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Attitude -> Intention to Join Army	0.236	0.232	0.083	2.838	0.005
Perceived Behavioural Control -> Intention to Join Army	0.235	0.234	0.111	2.11	0.035
Subjective Norms -> Intention to Join Army	0.515	0.509	0.091	5.684	0.000

Source: Author's Data Analysis

Figure-3: Bootstrapping Results of Smart PLS showing Path Coefficient
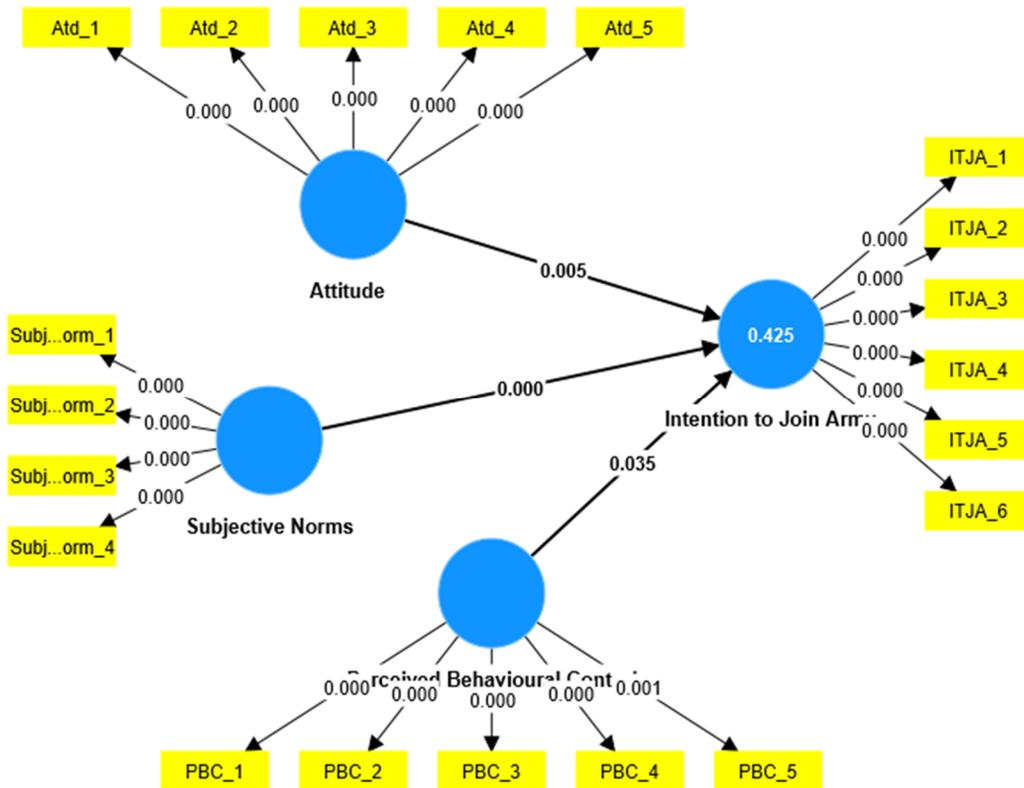
Source: Author's Data Analysis

Youth's Attitude Significantly Impacts Their Propensity for Joining the Army

The first hypothesis (**H₁**) was adopted to understand the impact of attitude on youths when they want to join the Army. The variance-based analysis shows that attitude significantly impacts youth's intention to join the army where path efficiency is 0.236, standard deviation is 0.083, t statistics is 2.838 (>1.96), and significant level is 0.005. Therefore, the study rejects the null hypothesis that attitude strongly predicts youth's intention to join the Army. Bangladeshi young students have a positive attitude towards the military profession. The increased rate of unemployment (paucity of job openings), ensured financial solvency coupled with early establishment opportunities, and the possibility of maintaining a distinguished life are a few among many other reasons for such a positive attitude.

Some students opined that nowadays, the military provides better educational facilities than other civilian counterparts; however, there is a dilemma among the brighter students to consider the military as a priority in their future career decision-making. Male students have shown positive perception while female students argued that the military profession may not be suitable for them. Such kind of negative attitude needs further investigation. Artificial Intelligence (AI) is likely to shape the future battlefield scenario. According to Albarracin, Chan and Jiang (2018) attitude is a changeable variable. Human attitude changes take place when they are provided with the required information and motivation. The degree to which the attitude changes largely depends upon the strength of the information. A similar kind of result is found in this study as well. Few students opined that they do not have much information available with them about the future perspective and potentiality of a military career.

Subjective Norms Enticingly Impacts Youth's Intention to Join the Army

The second hypothesis was to assess the impact of subjective norms on youth's intention to join the Army. The second hypothesis (**H₂**) also has a significant level (p=0.000) below the expected threshold (p=0.05). The path coefficient is 0.515, the standard deviation is 0.091, and the t-statistic is 5.684. Therefore, the study rejects the null hypothesis, finding support for the alternative hypothesis. 'Seeing is believing' is a great proverb. The youths were motivated by seeing the successful career paths of their friends who have joined and are willing to join the Army. Some respondents opined that their teachers and friends/classmates provide the best suggestions for future career planning. Both print and electronic media hardly propagate or portray the Army as a great career path for the youth. The parent's inspiration and guidance often assist in selecting the military as a future career option. However, the respondents strongly disagree with any concept of making the armed forces training compulsory at any stage in their lives.

According to a circular from the Personnel Administration Directorate of Bangladesh Army, Bangladeshi students with a Secondary School Certificate (SSC) examination or equivalent are eligible to enter the Army as a soldier within an age limit of 16 to 18 years. In comparison, the officer's educational qualification should be a Higher Secondary School Certificate (HSC) or equivalent, and the age limit is 16.6 years to 21 years (Officer Enrolment Circular, 2023). The circular implies that Bangladeshi youths are eligible to join the Army even before attaining official adulthood age (18 years). Therefore, the parents of the potential candidates play a vital role in choosing the military as a profession for their children.

TPB is an established theory for measuring attitude, subjective norms and perceived behavioural control that is being studied worldwide. The theory is being studied to assess civilian attitude towards military profession. Table-5 presents few studies conducted in developed and developing nation.

Table-5: TPB Used to Assess Behavioural Aspects Worldwide

Ser	Research Topic and Authors	Geography/ Population	Major Findings
1	Examining Emirati Youth Military Career Intentions with the Theory of Planned Behavior (Lim, 2022)	UAE graduates and undergraduate students	a. Less educated younger has more propensity to join the military services. b. Most parents inspire their children to pursue military career. c. Most students those are recruited in the military service often leave the profession because they joined without positive attitude (mostly forcibly)
2	Reassessing the Association of Intent to Join the Military and Subsequent Enlistment (Ford *et al.*, 2014)	American Youths	a. The survey used the Youth Tracking Survey Tools developed by US Army. b. The youth's intention to join the army is influenced by location/race/ethnicity and attitude of locals. Parents of potential candidates have no significant role.
3	Pre-Entry Expectations, Attitudes, and Intentions to Join Predict Military Tenure (Ford *et al.*, 2013)	American Youths	a. Respondents who have no desire to join the military service or did not expect military as their profession tend to have shorter career service. b. Unwilling civilian who join the Army with the negative attitude often create unsolicited situation and suffer from psycho-syndrome.
4	Parental influence on youth propensity to join the military service (Gibson, Griepentrog and Marsh, 2007)	American Youths	a. A modified TPB model was used to identify parents' influence on their children to join miliary service. b. The study found detrimental impact of self-efficacy beliefs, which was followed the link between children's attitude and their normative beliefs.
5	Youths' Attitude towards the Military (Bailey *et al.*, 2002)	American youth	a. The study was conducted as Youth Attitude tracking Studies (YATS) in the US. b. The study argued that following variables impact youth's intention to join the military services: younger adults, Hispanics, mostly male youths, those actively looking for early enlistment, someone who have lower grade in high school, has friends/siblings/relative in the Defense Force and respect the military.
6	A Theory of Planned Behavior-Based Program to Increase Physical Activity in Overweight/ Obese Military Personnel: A Randomised Controlled Trial (Sanaeinasab *et al.*, 2020)	Iran	a. Candidate having positive attitude towards military get changes overtime due to physical inefficiency. b. TPB intervention among the participants shows significant impact of behavioural change over time. C. The efficacy of physical education program based on TPB was not initially accepted by the participants.

Source: Author's Own Construct

Perceived Behavioural Control Positively Influences Youth's Intention to Join the Army

H₃ posited that perceived behavioural control might significantly influence the endogenous latent construct intention to join the Army. The study confirms that the alternative hypothesis is supported by rejecting the null hypothesis since p=0.035. Lim (2022) argued that youths with less possibility to excel further in their research (with poor academic performance) have a penchant for joining the defence service, thinking that the military profession will likely not pressure them to further education. A similar kind of attitude is found in this study. Students perceive that an army job is expected to provide them with an ensured early establishment, and they may not have to study lifelong. Most students believe their friends have influenced them more and provided positive guidelines for inspiring them to join the Army. Youths perceive that defence service combines patriotism and adventure. It is beneficial for securing after-pension life and it provides attractive social status. All these, coupled with the country's limited number of job offerings, influence them to seek military profession enlistment.

Conclusion and Guideline for Future Research

The results of the study show how three latent constructs, as suggested by TPB (attitude, subjective norms, and perceived behavioural control), impact youth's intention to join Bangladesh Army. An attempt was made to understand the youth's enlistment intention to join Bangladesh Army during their career planning at the initial stage. The components of TPB were found to be a strong predictor of youth's choice to join the Army. Two essential variables emerged in this study: media influence and motivation. However, these two antecedents are considered two items or indicators to measure subjective norms and perceived behavioural control, respectively. The respondents have opined that the media does not accurately portray the military culture and the potentiality of the army profession. A frequent campaign by defence personnel to various schools and colleges coupled with print and electronic media campaigns can inspire the youths to have a positive proclivity for the noble profession. Physical fitness requirement is also not clear to many students. Military authorities may endeavour to provide information on the physical fitness requirement, which may instill inspiration among potential candidates (Vinothkumar and Subramanian, 2016).

The study empirically argue that youths should be addressed with the awareness of military benefits such as secured life, pay and allowance, the scope of higher study, after-service pension life, and social status. The study, being first of a kind, has certain limitations that may restrict the results' generalizability. Future researchers may consider a longitudinal study taking a larger sample size. McGregor's famous theory of X and Y may be regarded as finding the attitude difference before and after joining the Army.

Recommendations

The study proposes the following recommendations:

a.   Print and Electronic media may be utilized to propagate the better side of the military profession.

b.   A motivation campaign may be conducted by the ex-students of their respective educational institutions who have successfully developed their career in the Army.

c.   Information on the requirement of physical fitness may be disseminated to young students at the early stage of their life.

d.   Future research may consider determining the direct link between parental support and youth's intention to join the Army.

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SHAPING MINDS OF YOUNG OFFICERS IN ARMY: A WAY TOWARDS PROFESSIONAL COMPETENCIES

Lieutenant Colonel Mohammad Mehedi Hasan, psc, Infantry

"A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops".

- General John Joseph Pershing (A Senior Officer of the US Army, 1860-1948)

Abstract

The article presents the contemporary challenges of the military profession, which demands not only physical prowess but also mental acuity. It emphasizes the significance of instilling values such as leadership development, adaptability, resilience, communication skills and ethical conduct in young officers to prepare them for the challenges they will encounter during their career. It delves into the concept of mind shaping, which encompasses a comprehensive process involving education, training, mentorship, leadership development and experiential learning. The article also explores various methods employed by military institutions to achieve this 'mind shaping', including rigorous training programmes, leadership development courses and exposure to real-world scenarios through simulations and practical exercises. The related literature was reviewed and literature review method was used to gather and present literature related to the theme of the paper. The article underlines the critical role of mind shaping in fostering professional competency among young officers in the Army. By cultivating their cognitive resilience, emotional intelligence and ethical grounding, military institutions can produce leaders who are well-equipped to navigate complex and demanding situations effectively. Effective leaders play a pivotal role in fostering an environment conducive to the development of professional competence. The insights presented in the article contribute to a deeper understanding of the holistic perspective required to prepare the young officers for their successful career in the military.

Keywords: *Mind shaping, professionalism, leadership development, mentorship, holistic perspective.*

Introduction

The grooming of young officers in any professional domain holds the key to the advancement and triumph of an organization. This stands particularly true in the realm of military forces, where the comprehensive training and education of young officers are instrumental in ensuring operational excellence, leadership prowess and the overall professionalism of the Armed Forces. The process of shaping the minds of these young officers goes beyond mere technical expertise; it involves instilling values, fostering critical thinking, and nurturing an unwavering commitment to duty. The military members have a mindset which is drilled into their heart during their service. Generally officers are taught to work in a team, take the initiative, follow chain of command and prepare in a certain way. Professional development includes, but is not limited to, participating in activities such as training, counseling, mentoring and coaching to help each other.

In the intricate tapestry of human experience, the mind stands as both the weaver and the canvas, constantly shaping and being shaped by the intricate threads of thought, emotion and perception. This dynamic interplay between our internal world and external stimuli has given rise to a fascinating field of study known as 'mind shaping'. At its core, mind shaping explores the processes through which our thoughts, beliefs and behaviors are influenced and molded, not only by the external environment but also by our own volition. From the subtle persuasion of advertising to the profound impact of education and cultural upbringing, the mechanisms of mind shaping have far-reaching implications that extend across psychology, sociology, neuroscience, and beyond.

In this article, the readers will embark on a journey to delve into the depths of mind shaping, uncovering the nuanced ways in which our minds are molded and our perceptions are coloured. As we traverse this intricate terrain, it becomes clear that understanding mind shaping is not merely an academic pursuit; it is a crucial endeavour for anyone seeking to comprehend the forces that shape our identities, attitudes, and choices. The key agents of mind shaping from the powerful influence of social interactions to the role of technology in reshaping our cognitive landscape will be explored. In this expansive article, an endeavour has been taken to look into the significance of shaping the minds of young officers and explore the profound impact it has on achieving a higher echelon of professionalism.

Understanding Relevant Concepts

Shaping Mind

The mind shaping of young officers involves psychological and cognitive interventions aimed at enhancing the mental resilience, adaptability, ethical foundation, leadership development, etcetera of young military officers. This practice has been a subject of interest and concern due to its potential multidimensional implications and impacts on their well-being. The use of mind shaping techniques raises ethical questions regarding the manipulation of individuals' thoughts and emotions. Discussions have revolved around issues of informed consent, the potential for lasting psychological harm and the limits of permissible influence on them. The literature on the mind shaping of young officers is complex and multidisciplinary, involving psychology, ethics, resilience, empathy and teamwork. The effectiveness and ethics of mind shaping can vary based on social and cultural factors, organizational norms and the specific context where they work.

Professional Competence

Professional competence refers to the knowledge, skills, abilities, and behaviors that individuals possess and utilize in their professional roles to effectively perform their tasks, fulfill their responsibilities, and achieve their goals. It encompasses both technical expertise specific to a particular field or industry, as well as broader skills that are essential in any professional context. Key components of professional competence include technical expertise, leadership, problem solving, communication, teamwork, adaptability, time management, ethical and legal awareness, continuous learning, social and cultural awareness. Professional competence is not static; it evolves as professionals gain experience and adapt to changing circumstances. Organizations often value individuals who possess a strong combination of these broader competencies, as they contribute to a well-rounded and effective professional.

Professional Competence in the Army

Professional competence in the context of the Army refers to the specific skills, knowledge, and behaviors that military personnel need to effectively perform their duties and contribute to the mission of the Armed Forces. The nature of professional competence in the Army is often unique due to the specialized and demanding nature of military operations. Professional competence in the army goes beyond individual skills; it's about how soldiers work together cohesively to accomplish missions and overcome challenges. Key aspects of professional competence in the Army are technical expertise, combat proficiency, leadership and followership, tactical and strategic thinking, physical fitness, discipline and accountability, communication, adaptability, crisis management and mentoring. Training, experience, and continuous learning are central to developing and maintaining professional competency in the military.

What is Mind Shaping?

'Mind shaping' typically refers to the process of influencing, molding or guiding an individual's thoughts, beliefs, attitudes, behaviors and perceptions. It can involve various methods, such as education, persuasion, conditioning and socialization with the intention of achieving specific goals or outcomes. The concept of mind shaping is complex and can be examined from various perspectives, including psychology, sociology, ethics, and communication studies. It's important to note that the concept of mind shaping can have both positive and negative implications. On one hand, positive mind shaping can lead to personal growth, learning, and the development of constructive behaviors. On the other hand, negative mind shaping can result in manipulation, conformity, and the reinforcement of harmful beliefs or behaviors.

Present Trends of Mindset

Mind setting involves intentionally exercising thoughts, beliefs, and attitudes to create a more positive and productive outlook on life. It is to remember that shaping mindset is a journey, and it's normal to face setbacks along the way. The mindset of young military officers in the present day can vary depending on several factors, including their background, society, education, training, and the specific military branch or country they serve. However, there are some common trends and characteristics that may be observed among many young military officers today which are discussed in the subsequent paragraphs:

a. **Technological Proficiency.** Young military officers are growing up in an increasingly digital world, which is often translated to a higher level of technological proficiency. They are accustomed to using advanced communication tools, smartphones, and other technologies, and this familiarity could impact their approach to using technology in the military context. The mindset of young military leaders regarding technology is characterized by a blend of comfort, adaptability, strategic thinking, and an understanding of its potential impact on operations. Their ability to leverage technology effectively, while also considering its limitations and ethical implications is the key to their success in leadership roles.

b. **Mission Oriented Tasks.** Young officers are often responsible for leading and commanding small units of soldiers. This includes making decisions in high-pressure situations, ensuring the welfare and discipline of their troops, and achieving mission objectives. The mission oriented tasks of young military officers revolve around leadership, decision-making, teamwork, and effective communication to ensure the success of their units and the accomplishment of their missions. They sought roles where they could make a positive impact on the organization and contribute to causes they believed in. In the military, this could translate to an emphasis on missions that aligned with their values and a desire to understand the broader purpose behind their assignments.

c. **Work-Life Balance.** Achieving a balance between their professional and personal lives is a concern for many young people. Young military officers may be looking for opportunities and practices that support a healthier work-life balance, especially as the demands of military service can sometimes be all-encompassing. There has been a growing recognition of the importance of mental health and well-being. Young military personnel may be more open to discussing and seeking help for mental health challenges, and there could be a greater expectation for accessible and effective mental health support services.

d. **Leadership Expectations.** Younger generations often value leadership styles that are more collaborative, transparent, and adaptable. They may expect leaders to be approachable and willing to listen to their input, fostering a more open and communicative environment. Growing up in an interconnected world, young military officers may have a broader global perspective and a greater understanding of international issues. This could influence their attitudes toward international cooperation, diplomacy, and military interventions in time of need.

e. **Career Development.** Professional development and opportunities for advancement are important to young military officers. Career development and training are ongoing processes which need regularly assessing goals, skills, and opportunities to ensure progression in desired direction. The military's approach to training, skill development, and career progression may play a significant role in their satisfaction and commitment to their duties. A proactive approach to career development and training can lead to greater job satisfaction, increased employability, and long-term success.

It's important to note that the mindset of military personnel, like any group, can vary widely based on backgrounds, experiences, cultural factors, working environment and individual mindsets. Additionally, the specific priorities and challenges faced by young military officers can differ between countries and military branches. Overall, young military officers play a crucial role in the armed forces, and they have diverse and demanding tasks. Nevertheless, the attributes mentioned above generally reflect the evolving expectations and roles of young military officers in the present day.

Why Mind Shaping is Important?

Mind shaping, particularly in the context of young officers, holds immense significance due to its profound impact on their personal development, professional effectiveness, and the

overall success of organizations they serve. Here are some compelling reasons why mind shaping is crucial:

a. **Ethical Foundation.** Mind shaping instills a strong ethical foundation in individuals. In roles where decisions can have far-reaching consequences, such as in the military, having officers with well-developed ethical frameworks ensures that choices made are aligned with the values of integrity, accountability, and responsibility. Shaping young minds involves honing critical thinking skills. Officers who possess the ability to analyze complex situations, evaluate multiple perspectives, and make informed decisions contribute to the success of missions and minimize the risks associated with hasty judgments.

b. **Professional Development.** Mind shaping imparts professionalism, which is essential for maintaining high morale within the organization. Officers who conduct themselves with professionalism inspire respect and trust from their peers, subordinates, and superiors, thereby contributing to a positive organizational culture. The effectiveness of military officers directly impacts national security and global stability. Well-trained and ethically sound officers ensure that the Armed Forces can carry out their missions efficiently, protect national interests, and contribute to international peacekeeping efforts.

c. **Leadership Development.** Leadership is not merely about giving orders; it involves inspiring, guiding, and motivating teams. Through mind shaping, young officers learn to lead by example, communicate effectively, and foster a sense of camaraderie within their units. This, in turn, leads to cohesive and efficient teams. Effective mind shaping techniques can contribute to conflict resolution by fostering understanding, empathy, and perspective-taking among parties with differing viewpoints.

d. **Adaptability.** Modern challenges, including those in defence and military contexts, are often unpredictable and rapidly evolving. Mind shaping equips young officers with adaptability, enabling them to respond effectively to changing circumstances and remain flexible in the face of adversity. The investment in shaping young minds pays off in the long run. Officers who receive comprehensive training and development are more likely to rise to leadership positions and drive positive change within their organizations. Their capabilities and values become the bedrock upon which future generations of officers are molded.

e. **Resilience and Mental Well-being.** The stresses of military service can take a toll on mental health. Mind shaping teaches coping mechanisms, resilience-building techniques, and stress management skills, ensuring that officers are equipped to handle the pressures of their roles without compromising their well-being. Resilience is a skill that can be developed over time through consistent effort and practice which empowers them to accept and adapt to a situation and move forward.

f. **Holistic Perspective.** A holistic perspective of military training involves recognizing that the training of military personnel extends beyond physical skills and tactical knowledge. It encompasses a wide range of interconnected aspects that contribute to the overall well-being when working to shape and nurture mindset, effectiveness, and

resilience of service members. A well-rounded education aids in understanding complex situations, anticipating potential outcomes, and making informed decisions that take into account broader implications.

g.   **Cognitive Flexibility.**   Mind shaping promotes cognitive flexibility, which allows understanding the relationships between ideas and ability to adapt and switch between different cognitive tasks and perspectives. This skill is valuable in a rapidly changing world where individuals need to grasp the process of cause, effect of various navigate contexts and improve their analytical skills. To enhance cognitive flexibility among young military officers, training programs can incorporate exercises that challenge their ability to adapt to new information and circumstances. These may include scenario-based training, exposure to diverse perspectives, and problem-solving exercises. Additionally, encouraging a culture of continuous learning and open communication can foster cognitive flexibility within military organizations.

h.   **Understanding Empathy.** Understanding empathy is crucial as it allows an individual to understand the social and professional reasoning, see the situations from multiple perspectives, resolve conflicts and promote emotional development. The military leaders can construct the mental states of subordinates making inferences about beliefs, intentions and emotions. Developing empathy helps young officers to form meaningful relationships, build trust, and establish a sense of belonging in their professional circles. Exposing individuals to different viewpoints and life experiences through mind shaping can foster empathy and understanding. This, in turn, promotes tolerance and reduces prejudice.

In essence, mind shaping transforms young officers into well-rounded professionals who are not only adept in technical skills but also possess the ethical compasses, critical thinking abilities, and leadership qualities required to navigate complex situations with honor, wisdom, and effectiveness. This shaping of minds, nurtured through a combination of education, training, mentorship, and experience, is the cornerstone of building a resilient and successful cadre of officers capable of safeguarding the nation and contributing to global peace and stability.

What Are the Barriers of Mind Shaping?

Mind shaping of young military officers is a complex and multifaceted process involving various challenges and barriers that hinder its effective implementation. These barriers can vary depending on the specific military organization, cultural context, and individual circumstances. Some common barriers that may impact the mind shaping of young military officers are as following:

a.   **Resistance to Change.**   People often resist changes to their established beliefs, behaviors, and thought patterns. When attempting to shape minds, there might be resistance from individuals who are comfortable with their current ways of thinking and are hesitant to adopt new perspectives. Personal biases, prejudices, and stereotypes can obstruct the open-mindedness and receptivity required for effective mind shaping. Overcoming these biases is crucial to ensure that individuals are open to new ideas and perspectives.

b.   **Cultural and Societal Influences.** Cultural norms and societal expectations can influence individuals' beliefs and attitudes. Shaping minds might be challenging when these deeply ingrained cultural values conflict with the desired outcomes of the shaping process. External pressures, such as social trends, or traditional factors, can interfere with the goals of mind shaping and compromise the integrity of the process.

c.   **Lack of Motivation.** Individuals lacking in motivation or failing to see the value in mind shaping, they might not actively engage in the process. Without intrinsic motivation, the effectiveness of any shaping efforts can be compromised. If the objectives of mind shaping are not aligned with the individual's personal goals or the organization's mission, the individual may not be fully engaged in the process.

d.   **Institutional Inertia.** Established institutions and organizations may have deeply rooted long standing practices or doctrines that resist change. Introducing new methods of mind shaping can face resistance from established institutions and routine practices. This resistance can make it difficult to introduce new ideas and innovative thinking among young officers. For mind shaping to be effective, individuals need the freedom of asking question, express opinion, reflect, and engage critically with the material.

e.   **Communication Barriers.** Effective mind shaping relies on clear communication. Language barriers, differences in communication styles, or ineffective communication channels can impede the transfer of information and ideas. Different generations often have varying attitudes, values, and learning preferences. Designing mind shaping programs that resonate with diverse age groups can be challenging.

f.   **Working Environment.** A conducive working environment is of paramount importance for both leaders and subordinates for creating a positive, productive, and healthy atmosphere. A good working environment encourages all the members to work hard and perform to their highest ability for the success of the organization. A positive working environment leads to improved professional relationships among all the members and assist team building.

To overcome these barriers, it's important to tailor mind shaping efforts to the specific context, taking into account the unique challenges and factors at play. Leadership commitment, flexibility, empathy, effective communication, updated training methodologies, and a supportive environment are the key elements in addressing these barriers and fostering a more receptive mindset for shaping. Military institutions around the world are continually evolving to address these challenges and ensure that their young officers are equipped with the skills and mindset needed to meet the complex demands of modern warfare and diverse employment including peacekeeping missions.

Ways of Shaping Minds of Young Military Officers

Shaping the minds of young military officers is a crucial responsibility as it directly impacts their effectiveness, leadership and decision-making abilities which enhance their professionalism. The cornerstone of professionalism rests upon ethical conduct. Equipping young officers with the

ability to make morally and ethically sound decisions is of paramount importance. Several ways to effectively shape the minds of young military officers are described below:

a.   **Leadership Development Training.**   A comprehensive leadership training focuses on effective communication, decision-making, problem-solving and conflict resolution. Leadership training emphasizes qualities such as integrity, empathy, resilience, and adaptability. Use case studies, simulations and real-life scenarios to help them develop critical thinking and decision-making skills. Young leaders should be trained how to lead by example and inspire their subordinates.

b.   **Mentorship Programs.**   Young officers at the unit should be under the direct supervision of seasoned and experienced mentors who can provide guidance, share personal experiences and offer insights into effective leadership and military strategies. Mentors can act as role models who exemplify the qualities of a successful military officer. This can be achieved through mentorship programs, guest lectures, and exposure to seasoned officers. Mentorship programs can increase young officers' retention, boost workplace satisfaction and foster professional growth.

c.   **Ethical Education.**   Ethical education aims to foster a sense of integrity, empathy, and critical thinking, enabling individuals to make informed and ethical decisions in their professional lives. Instill a strong sense of ethics and moral values in young officers by incorporating discussions on the importance of adhering to rules of engagement, respecting rights of others and maintaining a commitment to justice and fairness. They should be trained on the importance of honesty, integrity, honour and accountability in their decisions and actions.

d.   **Pride of Uniform.**   Wearing a military uniform gives a deep sense of belonging to a noble and disciplined profession, honour, dignity, pride, respect and identity. Military personnel wear their uniforms as a representation of their commitment to serve their country and protect its citizens. The uniforms are designed not only for functional purposes but also to represent the values, traditions and history of the Armed Forces they belong to.

e.   **Effective Communication Skills.**   Effective communication is one of the most important skills a leader must have. Young officers must learn when and how to communicate clearly, concisely and confidently with their subordinates, superiors and peers. This includes both verbal and non-verbal communication. Officers should be adept at conveying their ideas clearly, listening actively and providing feedback constructively.

f.   **Emotional Intelligence (EQ) Training.**   Emotional intelligence is the ability to manage own emotions and understand the emotions of others around a person. Developing emotional intelligence skills enable officers to understand and manage their emotions as well as empathize with the emotions of others. This enhances their ability to lead effectively and manage conflicts, enhances communication, teamwork and morale.

g.   **National, Societal and Religious Values.**   National, societal and religious values are fundamental beliefs, principles and standards that guide the behavior, interactions and

collective identity of individuals within a particular nation, society or religious group. These values play a significant role in shaping the culture, norms, minds and behavior of a community, influencing how people perceive the world and make decisions. Young military officers should be taught these values during their basic foundation training for upholding the glory of the country as well as the institution.

h.   **Adaptability and Resilience.**   Adaptability and resilience are critical skills rooted in the survival of humankind. Military officers often face rapidly changing situations. They should be trained to adapt quickly to changing circumstances, challenges, setbacks and remain resilient in the face of adversity. Both adaptability and resilience are highly valuable in personal and professional contexts. They enable individuals to overcome obstacles, seize opportunities, and maintain a sense of balance and well-being in an ever-changing world. Developing these qualities involves a combination of self-awareness, learning, practice, and a positive mindset.

j.   **Team Building.**   The primary objective of team building is to enhance group cohesion, communication, trust, and overall effectiveness. Effective team building can lead to improved productivity, creativity, and job satisfaction among team members. Young officers should be trained on the value of team work and collaboration. Encourage officers to build strong, cohesive teams and involve their team members in decision-making processes to achieve common goals. This not only fosters a sense of ownership but also leads to more well-rounded and effective decisions.

k.   **Conflict Resolution Skills and Risk Management.**   Equipping officers with conflict resolution techniques to handle internal disputes and disagreements constructively, minimizing disruptions to unit cohesion. These skills are essential in maintaining harmony within the team and in dealing with external parties. Train the officers to assess risks and make calculated decisions. This involves evaluating potential consequences and considering mitigation strategies. Nurture critical thinking skills that enable officers to analyze complex situations, identify potential solutions, and make informed choices under pressure.

l.   **Mission Oriented Training and Feedback.**   Use realistic training scenarios to simulate high-stress situations. This helps officers develop their problem-solving skills, decision-making and enhances their ability to remain calm under pressure. This could include simulated combat situations or diplomatic negotiations. Encourage officers to reflect on their experiences and seek feedback from peers, mentors, and superiors. Learning from both successes and failures is crucial for growth. Regularly provide constructive feedback and evaluations to young officers, highlighting their strengths and areas for improvement. This feedback loop is essential for their growth and development.

m.   **Continual Learning.**   Encourage a culture of continuous learning, where officers are motivated to stay updated on the latest developments in military tactics, technology, and global security issues. Understanding historical military successes and failures provides valuable lessons in strategy, leadership, and decision-making. Continuous

learning also provides a space for social interactions and offers opportunities to generate ideas and share intellectual capacities. These social interactions help young officers to improve their positional power and influence the minds of subordinates.

Conclusion

Professionalism transcends the realm of skill acquisition of leadership training, integrity, discipline, mission oriented training, adaptability, ethical education and communication skill. Shaping the minds of young officers extends far beyond training them to follow orders; it encompasses the establishment of a robust foundation that empowers them to make judicious decisions amidst pressure, uphold ethical standards, and collaborate harmoniously within a team. Shaping the minds of young military officers is a crucial responsibility as it directly impacts their effectiveness, leadership, and decision-making abilities.

Shaping the minds of young officers emerges as a multifaceted and profound undertaking, one that exerts a monumental influence on the professionalism of Armed Forces. By emphasizing ethics, critical thinking, leadership acumen, and adaptability, training programs metamorphose emerging officers into adept leaders capable of negotiating the complexities of modern conflicts while upholding the zenith of ethical and professional conduct. The investment in their development yields dividends in the form of skilled, ethical, and effective leaders who not only safeguard national interests but also contribute to the promotion of global security and stability. As we continue to mold the minds of these young officers, we weave a tapestry of professionalism that resonates across generations and reverberates through the annals of history.

Shaping the minds of young military officers is a critical endeavour, as it not only influences their individual growth but also impacts the effectiveness of their leadership in the Armed Forces. We should remember that shaping young military officers' minds is an ongoing process that requires a combination of formal training, experiential learning, mentorship, and personal growth. A well-rounded approach that focuses on character development, leadership skills, and adaptability will contribute to producing capable and effective military leaders. Mind shaping requires commitment, patience, and a holistic approach. Balancing technical skills with leadership and personal development ensures that these officers are well-prepared to navigate the complexities of their roles effectively.

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4. Maiese, M, (2010). Life shaping, habits of mind, and social institutions. http://pepsic. bvsalud.org/scielo.php?pid=S1517- 24302018000100002&script.

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9. https://journals.sagepub.com/doi/full/10.1177/17540739221112419.

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11. Willkomm, A. (2018). Five types of Communication. Graduate College – Drexel University.

12. Joyce Feucht-Havier and Timothy J. Scovill, University of Virginia (1992). Shaping Habits of the Mind: The Role of Liberal Education in the Improvement of Practice.

13. https://drexel.edu>blog>july. Visited on 09 September 2022.

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FOSTERING CREATIVITY AND INNOVATION IN MILITARY CULTURE OF COMPLIACNE: A CLARION CALL

Lieutenant Colonel Mir Kamrul Hasan, psc, G, Artillery

"A new idea is first condemned as ridiculous and then dismissed as trivial, until finally, it becomes what everybody knows."

- William James, 1879

Abstract

In the era of perplexing complexity, importance of creativity and innovation cannot be overstated. For military professionals, creative thinking is an indispensable tool to navigate a complex, ever-changing environment with agility and diversity. Creativity has two core elements: novelty and usefulness and it is influenced by expertise or knowledge, process, and environment. Although creativity, innovation, and critical thinking are often used interchangeably, they are distinct in concept and application. In the army, creativity bears different connotation at different levels. Although military has always ushered in creativity and innovations, new ideas are historically accepted only when it was proved worthy enough. Due to unique military structure and culture, there are certain barriers to creativity and out of the box thinking. Some of these are rigid individual mindset, conformity, risk-aversion culture, unfavorable training environments, etc. However, creativity is rarely a flash of brilliance. It can be nurtured and developed by conscious effort. To foster creativity, a three-pronged approach involving individuals, processes, and organizations is required. Promoting risk-taking, eliminating conformity biasness, and encouraging open discussion and constructive criticism across all ranks are necessary. The courses and training should focus on how to think instead of just what to think or do. There should be reward and motivation to encourage innovation. The identification of new opportunities through creativity is a lifesaving skill in army. Army may consider developing 'Army Innovation and Creativity Strategy' with a specific timeline to promote a culture of continuous learning and development- the earlier the better.

Keywords: Creativity, innovation, military culture, learning, development, reward, motivation.

Introduction

When General George S. Patton presented his groundbreaking 'Fast Tank' concept during World War II (WW II), he was ridiculed by other military leaders. Contrary to usual tactics, he proposed employing tank in highly mobile and rapid manner, rather than confining them to supporting infantry units. However, despite the initial skepticism, it proved highly effective in battles such as North African Campaign, Sicily Landing and became a hallmark of Patton's creative and innovative leadership style. Creativity is the process of generating novel and useful ideas while innovation is implementation of those. Throughout history, human race has been challenged by various necessities and during those times the creativity of genius individuals has played a critical role in rescuing the situation. Military or Armed Forces is no exception to that.

In the current era of modern warfare characterized by its hybrid and complex nature, creativity has become more crucial in formulating effective military plans and executing them successfully. This is because creative thinking allows military leaders to find new and innovative solutions to the complex challenges to adapt to rapidly changing circumstances in the field. Military experts around the globe unanimously recognized the need for creativity and out of the box thinking by military personnel. In number of occasions, the present Chief of Army Staff, Bangladesh Amy emphasized on innovative solution promoting calculative risk-taking by military leaders. Nevertheless, Army is inherently a structured organization and it focuses on following established protocols and procedures necessary for mission accomplishment. Therefore, how far creativity can be encouraged in military culture of conformity and compliance remains a matter of close examination.

At this backdrop, this paper critically analyzes the opportunity of fostering creativity in Bangladesh Army. Initially, this paper crystalizes the related concepts, then it delves into the barriers which prevent creativity in Army. Finally, it offers insight on how creativity can be promoted in Bangladesh Army maintaining basic military culture.

Demystifying Creativity, Innovation, Critical Thinking

The term creativity is often misinterpreted and interchangeably used with innovation, critical thinking, or out of the box thinking. A clear understanding is imperative before we go along.

Figure-1: Creativity, Innovation and Critical Thinking Interrelation
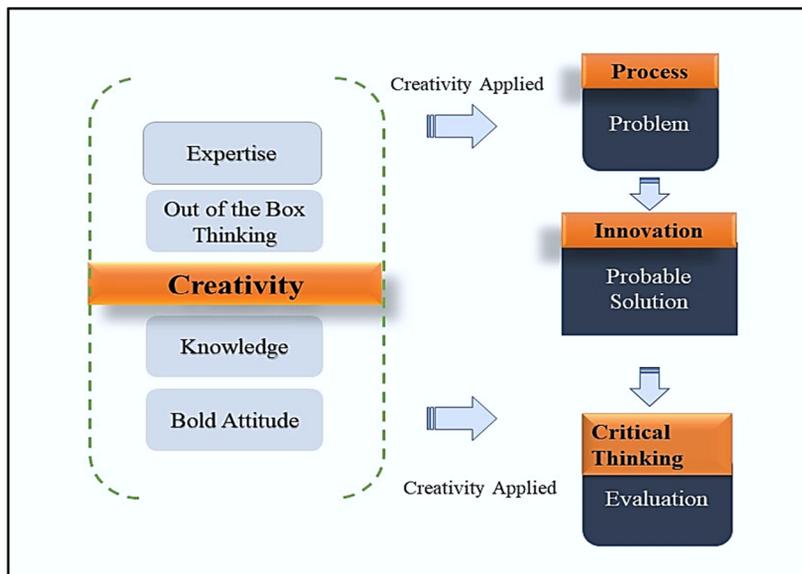
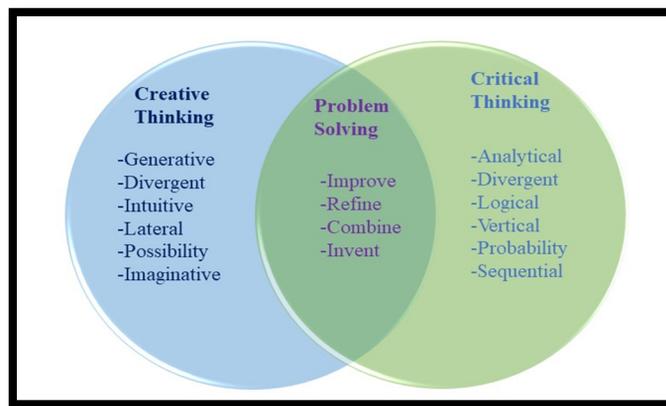*Source: Conceptualized by the Author*

Creativity is a complex and multifaceted concept that has been defined in many ways by scholars and experts in a variety of fields like business studies, psychology, education etc. Wikipedia defines creativity as a mental and social process involving the generation of new ideas

and concepts which can manifest in many areas.[1] Although experts could not reach a common definition of creativity, all agreed that creativity represents two core elements: novelty or originality and usefulness or meaningfulness.[2] Creativity is more of an attitude to change. On the other hand, innovation refers to the implementation of creative ideas in a practical and useful way. It is in fact the result of critical and creative thinking and conversion of new ideas into valued outcome.[3] To put it simply, innovation is creativity applied to a problem.

Out-of-the-box thinking refers to an approach to problem-solving that involves breaking free from conventional thinking and exploring new and unconventional solutions. While out-of-the-box thinking can be considered a form of creativity, it is a more specific type of creative thinking that focuses on exploring unconventional solutions to problems. Creativity, on the other hand, is a broader concept that encompasses a wide range of innovative and imaginative thinking.[4]

Critical thinking refers to the ability to analyze and evaluate information and arguments in a systematic and logical manner. It is a cognitive process that involves evaluating information, arguments, and evidence to form well-reasoned and justifiable judgments. While creativity and critical thinking are related, they are distinct processes that serve different purposes. Creativity is about generating new ideas and possibilities, while critical thinking is about evaluating the soundness of those ideas and making informed decisions. In the context of problem-solving and decision-making, critical thinking can be seen as a complementary process to creativity and out of the box thinking, helping to evaluate and refine the ideas and solutions generated through these processes (Figure 2).[5] It is important to note that the environment for the development of critical thinking may not always promote creativity.[6]

Figure-2: Creativity versus Critical Thinking

Source: Conceptualized by the Author from Study of Literature

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[1] Creativity - Wikipedia (Accessed on 20 February 2023).
[2] Kaufman, J. C., & Beghetto, R. A, Beyond big and little: The four-c model of creativity, SAGE Journal, Review of General Psychology (March 2009), pp 1-12.
[3] The USA Army operating Concept, 2020-2040.
[4] Cropley, A. J., Ince, D., & Cropley, D. J. In praise of convergent thinking. Creativity Research Journal (2010), 22(1), pp 1-14.
[5] https://faculty.chass.ncsu.edu/slatta/hi216/cc.htm.
[6] Amabile, T. M., Creativity in Context: Update to the Social Psychology of Creativity (New York: Westview Press, 1996), pp 5-14.

Creativity in Military Parlance

Implication

Warfare is more of an art than science, especially when it comes to leadership. It is absolutely essential for military commanders and their staff to possess a high level of creativity when planning, preparing, and employing their forces for combat. In the military context, creativity refers to the ability to generate and implement innovative ideas, approaches, and solutions in order to achieve mission objectives and overcome challenges. It's imperative to learn appreciate that creativity in military has two dimensions: technological dimension and cognitive dimension.[7] Creativity also bears different connotation at different levels.

At the strategic level, creativity involves developing and implementing long-term plans and policies that promote military readiness, national security, and global stability. At the operational level, creativity is about adapting to changing circumstances and environments to achieve missions and objectives. This can involve developing new tactics, procedures, and processes to address complex and evolving threats, as well as utilizing technology and other resources in new and innovative ways.

At the tactical level, creativity refers to the ability of individual soldiers, units, and teams to improvise and make quick decisions in the field to achieve their objectives. This can involve adapting to changing circumstances, finding new and unexpected ways to overcome obstacles, and using limited resources in new and innovative ways.

Why Is It Necessary?

Doctrinal publications of modern militaries including Bangladesh Army call for intellectual effort and creativity to cope of with the emerging security challenges. Creativity and out of the box thinking remain central to combatting traditional and non-traditional threat. Creativity is particularly important for military leaders because it allows them to approach problem solving more efficiently and effectively. Few of the advantages of nurturing creativity in army are projected below:

    a.   **Adaptation to Changing Circumstances**.   Military leaders must be able to adjust their plans and strategies in response to unforeseen challenges and changing conditions in the battlefield. Creativity helps leaders develop flexible and adaptive approaches that can be quickly modified as the situation evolves. Present military environment is characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). It has become more complicated due to changing global and security landscape.[8] A creative and innovative approach can only enable army to act before the adversaries.

    b.   **Effective Military Decision Making Process (MDMP)**.   MDMP is largely an analytical process for planning campaigns following a set of logical steps. But at different

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[7] Vego, Milan. On Military Creativity, NDU Press (2013), Issue 70, pp 83-87.
[8] Sharif Ul Alam, Lt Col, Challenges of Contemporary Operational Environment: Measures to Prepare the Commanders to Face the Challenges, Mirpur Paper (2020), Vol-25, pp 113-117.

stages, a commander has to provide his conceptual input to develop a suitable course of action. Especially during the mission analysis stage, the commander integrates relevant conceptual elements of operational art and design into the campaign planning process.[9] At the same time, he has to synthesize elements of operational art and design with end state of different levels. This requires dire imagination and creativity to effectively steer the entire process. While making realistic assumption during the process, the commander also requires using his creativity and ingenuity.

c.   **Utilization of Limited Resources Effectively**.   Creativity empowers military institutions to do more with less. Military operations often require the use of limited resources, such as manpower, equipment, and supplies. A creative approach can help leaders to maximize the impact of those resources and achieve their objectives with minimal waste.[10] In a resource constrained country like ours, technological dimension of creativity may be difficult proposition. However, we can foster cognitive dimension of creativity to achieve intellectual edge over potential adversaries.

d.   **Development of Unorthodox Approach**.   In hybrid warfare environment the enemy is often unconventional, and their tactics and methods are un-predictable. At times it is even becomes difficult to identify the threshold line of war. This is where creativity can play a significant role. Military leaders can use creative problem-solving techniques to develop unconventional strategies that are better suited to the specific situation. Creativity and ingenuity have often been used to plan and execute deceptive operations to achieve surprise in military history. The Trojan Horse, Operation Fortitude, Operation Copperhead, Operation Mincemeat, etcetera demonstrate how creativity and ingenuity have been used to plan and execute successful deceptive operations in military history. By employing these tactics, military leaders have been able to achieve surprise and gain a tactical advantage over their enemies.

e.   **Fostering Collaboration and Teamwork**.   Creativity is not just about generating new ideas; it is also about encouraging collaboration and teamwork among military leaders and their teams. When military leaders foster a creative and collaborative environment, they are better able to develop effective solutions and achieve mission success.

f.   **Quick Decision Making**.   In today's world, where vast amount of information are readily available at our fingertips, it's essential to develop the ability to identify and extract only the relevant information. Effective leaders should utilize their creativity to critically evaluate and extract the information they need and use their imagination to mitigate uncertainty. While approving Commander's Critical Information Requirement (CCIR) proposed by the staff in MDMP, the commander uses both his critical and creative thinking to focus his intelligence effort effectively. In the process commanders can make quick and informed decisions that lead to successful outcomes.

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[9] JW-45, Joint Warfare 'F' (2020-21), DSCSC, pp 6-14.
[10] John A. Nagl , The Power of Imagination in Military Leadership, National Defense University Press, (2009), pp 17-21.

Acceptance of Creativity - Reality Check

When it comes to creativity, military organizations in the history had largely celebrated the victor. It's only after an idea has gained acceptance and recognition, the creator or promoter was applauded. Most of the innovations that had a decisive impact on the outcome of wars were born from imaginative and inventive ideas. However, the journey towards bringing these creative concepts to fruition was rarely seamless. The greatest military mastermind- Sun Tzu's 'Art of War' is a magnum opus on military theories which is widely read and practiced in multiple disciplines. But it is interesting to note that his theories were criticized for becoming too unorthodox and unconventional to adopt for his time. However, Sun Tzu's ideas have proven enduring, and his teachings continue to influence military leaders and thinkers around the world.[11] Erwin Rommel and Heinz Guderian's 'Blitzkrieg' concept were initially seen as unconventional and risky, but they proved highly effective in the early campaigns of World War II, and they helped establish German dominance in Europe.

Abraham Karem who developed first drone, initially met with skepticism and doubt, as many military leaders believed that Unmanned Aerial Vehicles (UAVs) were too complex and unreliable for use in warfare. However, drones have proven their worth and are now an integral part of modern military operations.[12] John Philip Holland, the father of the modern submarine was criticized for his initial designs of submarines. It was initially believed that submarines were too dangerous and impractical for use in warfare. However, submarines proved their worth during both the world wars and continue to play a crucial role in modern naval warfare.[13] Similarly, employment of tank in WW I, development of stealth technology, concept of fighting guerilla warfare, fourth generation warfare, etcetera had their share of criticism and skepticism at the initial stage. All these creative concepts and innovations proved to be game changers later and continued to play a crucial role in modern warfare. The creative ideas would never come to light because of its incompleteness and lack of applicability. The greatest military leaders did not always receive conducive atmosphere to promote creativity. However, history records the creativity which was proved effective and acclaimed.

In 1923, General J.F.C. Fuller was serving as the Chief Instructor at the British Staff College at Camberley. He requested for permission to publish a book on the foundations of the science of war, but his request was denied as it could raise doubts about the validity of field manuals and go against the discipline for serving officers. Again, General Patton and Eisenhower developed an interest in armored warfare in the late 1910s and early 1920s. Patton published articles on the topic in the Cavalry journal, while Eisenhower wrote for the Infantry journal. However, Eisenhower was summoned by the Director of Infantry for spreading inappropriate ideas posing a threat and cautioned to conform to doctrine in his future writing.[14] These examples clearly demonstrated that

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[11] Mark McNeilly, Sun Tzu and the Art of Modern Warfare, Oxford University Press (1998), pp 46-49.
[12] Paul E. Grayson, The Rise of the Drones: Military and Civilian UAVs, Rowman & Littlefield Publishers (September 2015), pp 14-18.
[13] Jim Whitham, The History of the Submarine, History Press (2009), pp 20-25.
[14] Vego, Op Chit. pp 38-43.

the path to creativity is challenged by skepticism, doubt, and uncertainty. With this historical perspective, it's crucial to examine and identify the obstacles to creativity in military.

Barriers to Creativity in Army

In order to understand the barriers to creativity, it is crucial to identify the factors that contribute to its development. While multiple factors may exist across different disciplines, in the book 'Nurturing Creative Thinking' three factors have been widely recognized as the most critical: expertise or creative skill, environment or culture, and motivation (Figure 3).[15] When any of these factors are lacking, it can hinder the development of creativity. In a military context, both the individual and the institution can support or impact the factors that drive creativity. Now, it will be explored how creativity is affected by the current military culture.

Figure-3: Factors Contributing to Creativity
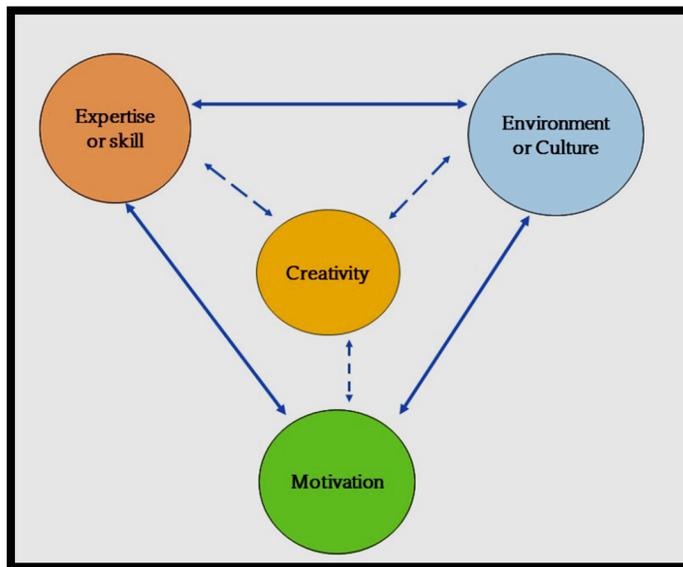
Source: Conceptualized by the Author

Innate Cognitive Constrain. The greatest barrier to creativity originates from within one's own self which applies to military and non-military personnel alike. Although we value creativity and aspire to become more creative, we truly do not embrace it. The reason behind such paradox is that we do not like things which put us out of our comfort zone and challenge habitual way of thinking. Studies carried out by organizational psychologists at Cornell University, USA found that, inherently we have negative biasness towards creativity, and we prefer practical ideas over creative ideas.[16] This self-imposed constraint limits our ability to generate new ideas and

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[15] Kampylis P and Bakri Eleni, Nurturing Creative Thinking, International Bureau of Education (2014), p-6.
[16] Carolyn Gregoire, Scott Barry Kaufman, The Bias Against Creativity, Harvard Business review (2016), pp 34-36.

solutions. Pushing outward from this 'area of comfort' to enter the 'area of discovery' is the biggest challenge.

Unique Military Environment.   Army is a unique organization where its members undergo rigorous training in preparation for war. In stark contrast to civilian organizations, military members are always exposed to the danger of death. This demands all of us to follow strict rules and regulations, numerous fixed techniques, and procedures. We are mostly driven by checklists, formats, SOPs, instructions, and policies for performing our duties. Our reliance on checklists, formats, and standard operating procedures can sometimes stifle our ability to express ingenuity and creativity. It's common to feel like ingenuity and creativity are discouraged, leaving us afraid to express new ideas that may be met with disapproval or may negatively impact our careers. Dr. Milan Vego opined that such military environment is not conducive for generating creative solution, out of the box thinking or novel approaches to some new challenges.[17]

Resistance to Change.   B. H. Liddell Hart correctly said that, "the only thing harder than getting a new idea into the military mind is to get an old one out". Like any bureaucratic organization, military is resistant to changes. In the name of upholding tradition, we tend to become wary about the changes. We see changes as threat- not opportunity. This hinders creativity at every level- be it leader or led. Army must go through changes to keep pace with the changing security landscape, technological innovations, and societal transformation. As a progressive force, Bangladesh Army is no exception. Changes require creative approach, new set of skills and out of the box thinking. Unfortunately, in a survey 67% of the participants with command experience feel that implementation of change is highly difficult in Bangladesh Armed Forces.[18]

Unfavourable Training/ Education Environment and Curriculum.   Existing system of Army rarely fosters creativity. We have to understand the distinction between training and education. While training aims to teach a particular skill or action, education aims to teach how to think. Training or courses in military are mostly focusing on 'what to think or do' instead of 'how to think'. There is no effective yardstick for considering the cognitive domain or creative skill of officers or soldiers during their assessment. Arguably, Defence Services Command and Staff College (DSCSC) is the first opportunity for officers where they can exercise some bit of creativity through exposure to brainstorming session, creative and analytical writing, seminars, operational art and design, etcetera. It's important to note that, by the time officers enter DSCSC, they have already spent 10-12 years of service. But experts opine that the best time for instilling the mindset of creativity is at young age before they reach 25. At this stage individuals tend to exhibit divergent, open, and inventive thinking as they have not yet fully exposed to rigid logic and convergent views.[19] However, the need to think and operate creatively does not diminish at any point in an officer's career. Regardless of their level of experience or expertise, officers must be able to think outside the box, find new solutions to complex challenges, and adapt to rapidly changing

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[17] Vego, Op Chit. pp. 38-43.
[18] Kamrul Hasan, Lt Col, Change Management: An Introspection in Bangladesh Armed Forces Perspective (2011), Mirpur Paper, Vol 31, p. 124.
[19] Kampylis,P and Barki. Eleni, Op Chit. p-8.

circumstances on the field. Therefore, the development and promotion of creativity should be a continuous process throughout an officer's career.

Conformity and Fear Induced Environment.   Conformity is a phenomenon where individuals alter their personal attitudes and beliefs to align with those of a larger group. Military needs the conformity and group effort so that it can successfully function in peacetime and in war. However, the downside to group thinking is that it can stifle creativity and discourage out-of-the-box thinking. This becomes a bigger issue when we conform to the opinions of others simply to meet our superior's expectation. This can have detrimental effects on the ability to adapt to new and complex challenges. In a world that demands innovation and creativity, conforming to group thinking can limit progress and create unnecessary roadblocks to success. Anyone can generate a creative idea- irrespective of rank or position. We can rarely practice this in reality. Liddell Hart expressed it well in his memoir saying, "If a soldier advocates any new idea of real importance, he builds up such a wall of obstruction—compounded of resentment, suspicion, and inertia—that the idea only succeeds at the sacrifice of himself. As the wall finally yields to the pressure of the new idea, it falls and crushes him".[20]

Lack of Diverse Perspective.   Military is a homogeneous organization, with a limited diversity of backgrounds, experiences, and perspectives. This can limit the ability of the member to embrace new ideas and approaches, as there may be a lack of exposure to diverse perspectives and experiences. Besides, there are few other obstacles that can hinder creativity in military environment. These are risk aversion tendency, inherent hierarchical command structure, service parochialism, and dogmatic view of doctrine, lack of opportunities and resources for experimentation, resource constraint, etcetera.[21]

Road Map to Creativity and Out of the Box Thinking

Fostering creativity is not a unilateral task. As identified earlier, three broad factors are contributing to creativity: expertise, motivation, and culture. Therefore, a holistic approach is imperative for encouraging creativity and out of the box thinking in military. It should involve three pronged approaches: The individual, the process, and the organization. These approaches are again complementary which cannot be discussed in isolation. Few of the measures involving these approaches are appended below:

Self-development of Military Personnel.   As the primary obstacle to creativity emerges from within, it must be dealt individually first. To generate creative idea and out of the box thinking, we must transcend the 'four walls' of our mental box **(**Figure-4). The first step should be to develop sound professional knowledge and expertise on existing military doctrine and contemporary military precepts. By gaining a deeper understanding of what is inside the box, we can then surpass it. Developing a reading habit, whether through professional publications or non-fiction and fiction literature, can enhance imagination and creative thinking. The Army Headquarters has circulated a reading list for officers of all service age groups, which can serve as a starting point. Officers may also be encouraged to write at least one paper, article, or book review each year on a topic of their

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[20] Hart, B. H. L., The Ghost of Napoleon: B. H. Liddell Hart and Modern War. Peter Smith Publisher (1981). p.180.
[21]   Vego, Op Chit, pp. 83-49.

choice, as a prerequisite for receiving an OPR. Inculcating leadership traits, especially moral courage, is essential for self-development. The Chief of Army Staff has highlighted this in his command philosophy and emphasized its importance alongside physical courage.[22]

Figure-4: Four Walls of Mental Box
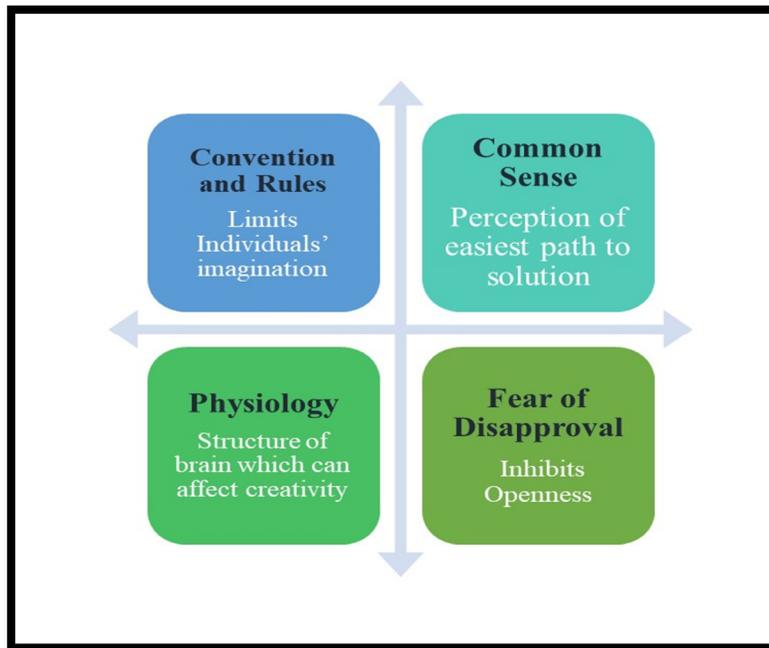
Source: Conceptualized by the Author [23]

Revisiting Military Learning Approach. Existing training curriculum should incorporate educational value to training by diversifying the curriculum. Instead of standardizing, more flexibility can be provided to instructors or faculty to design the course they teach. This should begin from the very outset of the career of officers. Foundation courses for young officers should purposefully include modules which generate free thinking and imagination. It should encourage young officers to offer their views fearlessly. This requires the instructors to prepare themselves and develop expertise before such sessions. Trainees should be encouraged to ask question beyond grading consciousness. Arranging 'context based' brainstorming session, seminars in collaboration with other organization may help look at the problem from a different perspective. Exercises in the course should present unusual and challenging situation that warrants creative solution. Besides, assessment of any course should have enough emphasis of creative thinking skill with dedicated weightage. One way to ensure that is to practice 'IKAT' model for assessment where 'I' stands for intelligence, 'K' for Knowledge, 'A' for ability and 'T' for trait. Intelligence looks for instilling creativity, innovativeness, and insight among the trainees or course participants. DSCSC has

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[22] S M Shafiuddin Ahmed, Lieutenant General (presently General), My Command and Leadership Perspective: A Way for Developing Effective Command Climate, Bangladesh Army Journal (2020).
[23] Michael Dahlen, Creativity Unlimited, John Wileys and Sons Ltd (2008), pp. 125-127.

already adopted this assessment system during various exercises which can also be considered in other training courses of different institutions.

Promoting Risk Taking.   Winning matters but the attitude of winning matters even more. This attitude is demonstrated by persistently trying new approaches with creativity and innovation. We must acknowledge that every new idea is not going to work. It's important to be comfortable with failures and learn from it. Providing such safe environment can only promote risk taking to achieve long term organizational goal. However, this is largely a top-down approach supported by bottom-up initiative. Encouraging a culture of risk-taking can also be achieved by providing rewards and motivation for creative attempts, regardless of success or failure. However, we have to keep in mind that intrinsic motivation at times works better than visible reward. Thus, individuals and teams will be more encouraged to take calculated risks and push the boundaries, ultimately leading to greater success and progress for the organization. CAS has aptly put this into perspective by saying "Let us try and fail, but do not fail to try".[24] We should realize this in letter and spirit, and take conscious efforts to implement at all levels.

Group Thinking and Eliminating Conformity to Every Issue.   Due to inherent nature of its mission and employment, Army is dependent on group thinking and effort. But it should not come in the way of displaying individual creativity. To ensure that our Army stays ahead of the curve, leaders must allow their team members the space to express their ideas and opinions during planning and brainstorming. Such practice can also be introduced in various training and exercises that we conduct, be it in training institutions or formations. After group presentations during training courses, individuals can be encouraged to present their own plans and ideas with logical reasoning. This will bring both harmony and diversity to the group effort. At formation level, 'Creativity Competition' can be arranged, where members can submit innovative ideas covering various aspects like training, administration, and operations. Due rewards and recognition for outstanding contributions should be considered to make this even more motivating.

Navigating Organizational Hierarchy.   Military hierarchical culture is naturally ingrained, and it is not necessarily practical to challenge it. However, promoting a culture of constructive feedback and open communication between all ranks can gradually break the stigma of hierarchical barriers to creativity. Higher authority both at institution and formation level can arrange professional debate, academic discourse on a particular issue to encourage innovative ideas and solutions. But we should consciously put aside our rank and position in a bid to ensure sincere participation of members of all ranks. At formation or unit level, one day in month can be declared as 'Open Mic Day' to encourage sharing of ideas, feedback, and constructive criticism.

Formulation of Army Innovation Strategy.   If there is one thing scarce in the world, that is resource. Therefore, Service Headquarters may develop a systematic and structured approach to promote creativity and innovation. This may begin with formulation of an 'Innovation Strategy' that spans 5–10 years strategy with specific timeline and gradual achievements. This can be evaluated by assigning indicators at each level. Accordingly, resource can be allotted to provide opportunities for making experiments and innovation. This strategy will also consider collaboration

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[24] Bangladesh Army Training Instruction, 2023.

with other organization for better integration and diversity. Basing on the progress, the strategy can be reviewed and modified. Realizing the emerging challenges, the US Army had already formulated 'Army Innovation Strategy' in 2017 for five years.[25]

Conclusion

We dwell in the world where change is the only constant. As the world changes and new challenges emerge, like any other organization Armed Forces also need to adapt and innovate. Novelty and usefulness are two core elements of creativity. Three factors broadly influence creativity: Expertise, Process and Environment. Although military was always at the fore front to bring innovations, the need for creativity has gained more emphasis in the existing VUCA environment. In military creativity can have both technological and cognitive dimension.

It's interesting to note that we only celebrate creativity when it has proved its worth. Historically, creativity and out of the box thinking did not receive warm welcome in military at the beginning. There are few inherent barriers in army which stifles creativity. It begins with the rigid individual mind set and includes resistance to change, unfavorable training environment, conformity and fear induced environment, risk-aversion culture, etcetera.

Fostering the creativity and innovation requires three-pronged approach: individual, process, and organization. We should begin with developing own professional and personal skill, knowledge to break our mental barrier. Army can encourage a culture of continuous learning and development by revisiting the training system. Besides, we have to promote risk taking, participation in group thinking but eliminating conformity to every decision. We have to set aside our rank and position at times to encourage open discussion and constructive criticism by all ranks in the chain. A systematic and progressive approach cab be taken by Army Headquarters by formulating 'Army Innovation and Creativity Strategy' with specific timeline. We have to remember that identifying new opportunities is a surviving skill for army. We should embrace it before we suffer the consequence of complacency.

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PLAUSIBLE TENETS FOR TRAINING CENTRES AND SCHOOLS OF RESPECTIVE ARMS/SERVICES OF BANGLADESH ARMY – A PEDAGOGICAL APPROACH

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"Institutionally our training practices should emphasize adaptability, initiative and innovation"

- General S M Shafiuddin Ahmed, SBP (BAR), OSP, ndu, psc, PhD

Abstract

With the change in battlefield environment and modernization of armaments, the overall military spectrum is changing. With the transformation in the military spectrum, institutional attire also demands methodical modification. Training is the best welfare – with this dictum, the training environment will ultimately decide the standard of men and as such the army. With the change in armaments and battlefield environment, new tactics and techniques are also being integrated by the training institutions. Soldiers receive their basic training in their respective centre, officers get training in Bangladesh Military Academy, and other arms/services schools are imparting basic and advanced level training to both officers and men. The training implementation plan, training modalities, training aids, situational training, etcetera are introduced, practiced and modified as and when necessary. But what verbalizing these modifications, based on how much change should be adopted, how much and when (time sensitivity of the event) it will be imparted - are the questions. As such the training institutions are often conducting research with the guidance from Army Training and Doctrine Command (ARTDOC). However, some fundamentals are necessary to evaluate such a process. At the same time, a few tangible and intangible factors may be ascertained while conducting a study on the changes. Although these seem to be prevailing in the Army, but the changes are not done in a methodical or pedagogical manner. Thus a set of fundamentals like tenets of military training may be selected which will have direct influence on the principles of training and varying situations. As such this paper has evaluated the necessity of tenets of military training following the pedagogical analysis method. Later the paper proposed a few tenets of military training while evaluating the present training spectrum.

Keywords: Training, tenets, Bangladesh Army, research, pedagogical approach, Training Centres and Schools.

Introduction

The Army Training Centre and School of respective Arms and Services are the hubs to train men for war. Worldwide, training institutions are well developed, equipped, regularly furnished and modified to keep pace with modern technology vis-à-vis battlefield environment. In Bangladesh Army, the training institutions are run with defined policies and procedures. Army Training and Doctrine Command (ARTDOC) formulates the policies and instructions as per the guidance of the Army Headquarters for different training institutions of arms and services. However, every institution has its uniqueness. Every arms and services needs unique attention to

develop their officers and men. Keeping the common generic subjects, ARTDOC is assessing and re-evaluating the curriculums regularly for all the institutions. In a nutshell, ARTDOC is doing a colossal job very professionally.

Training Centre and School of respective arms and services train the basic segments or elementary training. However, few schools are training officers and men at advanced levels too. These training modules are prepared under direct guidance and with previous experience in respective leadership. Those modules also change with the armament and battlefield scenario. However, the planning and execution of those modules are not guided by fixed principles. To illustrate the argument, in Bangladesh Army, doctrinal fundamentals play a pivotal role in the planning and execution of any operational plan. Principles of War and Tenets of Army Operation are two vital contributing factors to operational planning and execution. Those fundamentals assist commanders and staff to open up the facts and analyze and supplement them with plausible theories that convert to a plan. Thus they are formulating impregnable plans with acceptable risk. To flip the coin now – officers and men acting on the ground are the key players in the success of the plan. These officers and men are trained as per the requirement but would have been more efficient with some plausible fundamentals during training. This announces the hypothesis of the requirement of fundamentals, to be specific tenets, for military training. This hypothesis is guided by questions like – how do tenets assist the planning process of training. Does Bangladesh Army need tenets for military training? If so, what could be plausible options?

On this note, the Chief of Army Staff in Training Directives 1/2022 has articulated that, "Institutionally our training practices should emphasize adaptability, initiative and innovation"[1]. Keeping the in-depth meaning of these three spectrums and discussed dictum so far, this paper will subsequently analyse the feasibility of incorporating tenets of training institutions of Bangladesh Army. However, the paper will limit army training institutions within the Training Centre and School of respective arms and services. At the same time, this article will not discuss the peculiarities in arms and services training.

Does Bangladesh Army Need Tenet for Training?

As per the Merriam-Webster dictionary – a tenet is a principle, belief, or doctrine generally held to be true; especially one held in common by members of an organization, movement, or profession[2]. 'Tenet' is a foundational truth or principle that serves as a guiding principle for thought and behaviour. The tenets of army operation describe the characteristics of future operations, which will be the basis for the development of other doctrinal literature[3]. There are 3 basic principles of training well known in the military community commonly used by the United States of America - Train as you fight, train to standard, train to sustain and train to maintain[4]. The tenets of military operation refer to a set of fundamental principles that guide the planning, execution, and conduct of military operations. These principles provide a framework for military commanders and staff to make informed decisions and achieve their objectives effectively. The specific tenets can vary

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[1] CAS Training Directives 1/2022, p1.
[2] https://www.merriam-webster.com/dictionary/tenet
[3] Operations of War.
[4] Army Doctrine Template 7-0, Headquarters Department of Army, United States of America.

depending on the military doctrine, organization, and context. Now to differentiate between principle and tenet, it can be said that, a principle is a fundamental assumption while a tenet is an opinion, belief, or principle held to be true by someone or especially an organization[5]. Tenets are not necessary to win a battle, but the absence of these will have definite effects on that battle. These tenets are not strict rules rather guiding principles that help military decision-making and strategy development. They are designed to adapt to various situations.

In the training spectrum, several guiding principles or tenets are often applied to military training. These principles help ensure that military personnel receive effective and well-rounded training that prepares them for their roles and responsibilities. The selection of tenets as guiding principles will enhance the planning process for training. For example, every training institution prepares a Training Implementation Plan (TIP) before any course. TIPs are well-organized and methodical tools for designing courses. The preparation of TIP depends on the training objectives, lessons to be brought out and feedback from the previous courses. Guidelines of the Chief of Army Staff and ARTDOC remain as the pivot in this process. But the missing link is the bridge between guidance and objectives. The most important part is the implementation. Again, guidance and objectives are changeable with the circumstances. As also applicable for battlefield environments, armaments and associated tactics-techniques. Therefore, particular courses may have different TIPs every year, if not, at least 5-7 years. But the point here is to highlight that, what if, some guiding principles or tenets remain the same throughout as fundamentals of training? Will it enhance the planning process? Apparently, the answer seems to be 'yes'. Because those tenets will work as universal fundamentals for training irrespective of changing battlefield scenario, armaments and tactics-techniques. These tenets will assist the commander and staff to formulate training plans keeping pace with the changes and lessons. More so, these tenets will guide the commanders and staff to know what, where and how to bring changes to the training module.

Pedagogical Analysis on Selection of Tenet for Military Training

To determine the necessity of selecting tenet for military training, and to further assess the feasibility of considering initiative, innovation and adaptability as tenet for training in military institutions, a comprehensive pedagogical analysis will be carried out further. Pedagogy means the 'science of training' and analysis refers to a procedure involving the division or separation of an object into its smaller components, elements, or constituents. The pedagogical analysis is a selection of appropriate objectives and strategies in various instructional situations to assess the levels of actual learning at the end. Thoroughly reviewing necessary tasks and implementing strategies to achieve particular objectives enable efficient learning. As such a thorough study of the instructional situations, not specifying the arms peculiarities in training, will enable the punch line to identify tenets of military training. To ascertain the necessity of selecting tenets of military training, the following 4E method of pedagogical analysis[6] will be carried out subsequently in the paper:

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[5] https://wikidiff.com/principle/tenet

[6] https://www.ijraset.com/research-paper/4e-strategy-for-pedagogical-analysis-of-content

Figure-1: 4E Process of Pedagogical Analysis

Source: Author's Own Construct

a.   **Essence of Content Analysis**.   At this point, content refers to the subject matters in military training. As mentioned earlier, this paper will not indulge in the peculiarities of arms-wise training, let's just identify the tangible contents that fit all arms and services. As such, the main content can be basic military training including basic soldiering, firing, physical efficiency, morale, courage, fellow feelings, combat efficiency, etcetera. This basic military training is conducted in training centres, later in the unit and at the respective Schools in subsequent army-level training. Upon achievement of successful basic military training, an officer and/or a soldier becomes fit to sustain, survive and achieve missions on the battlefield. The next content can be advanced military training. Advanced military training focuses on the operational and strategic levels. Planning, forecasting, execution, evaluation and implementation are the sub-contents of advanced military training.

b.   **Elaborate Learning Objectives**.   So far two contents of training are identified without concerning the peculiarities of arms/services specific training; basic military training and advanced level training. Both the contents have specific learning objectives. To elaborate the basic military training, the learning objective of basic military training is to prepare outfits fit for war. A simple but elegant objective. Lessons required to prepare a soldier for war entail all basic military training focusing on both physical and mental training. To articulate the learning objective of advanced level training, to prepare outfits

to plan and execute battle/war as per the national interest/objective. Now this objective is quite vivid, open-ended and very sophisticated in terms of implementation.

c.   **Exhibit Learning Experience**.   At this point, both the contents and their objectives will be further analysed with the learning experience. Here comes the actual role of training institutions, and the instructors are the key mover of this component. Instructors disseminate their knowledge at respective levels with theoretical and practical approaches. However, the approach largely varies with the level of contents i.e. basic and advanced level. At the basic level, the instructors mainly focus on the practical part whereas at the advanced level, it is the theoretical part. For now, this can be termed as the hypothesis for this analysis. At the advanced level, instructors teach following both theoretical and practical parts. This practical part varies from the practical part of the basic level. To illustrate further, at the basic level, the practical part means mostly learning on the ground, whereas at the advanced level practical part is mostly on the map exercise, tactical exercise without troops, command post exercise, etcetera.

d.   **Evaluation Process**.   There is always room or scope for further improvement – based on the mentioned truth, evaluation of any arena is important not only to improve but also to study the feasibility. Hence, as previously identified, the necessity of initiative, adaptability and innovativeness is well portrayed while analyzing the learning experience. Now to evaluate the teaching standard and the means to achieve interest among the participants, it is necessary to identify the correct indicators. As of basic military training, firing standards, physical standards, basic military knowledge, adaptability to the situation, robustness, mutual understanding and understanding own job, can be termed as indicators. For advanced military training, understanding the planning process, operational dogma, risk assessment, contingency plan, considering failure options and implementation of the plan, can be considered as indicators. However, to evaluate the aforementioned indicators as best suited for evaluation needs elaborate survey and research. For this analysis, considering it hypothetically, these all indicators can suffice the necessity of the evaluation process.

Assessment of Selection of Tenets

Now to answer the obvious question of the selection of tenets, a close look at the 4E process will be discussed. To select the content, method and evaluation, a tangible parameter would be necessary. However, sometimes tangible factors may be difficult to ascertain. For example, marksman efficiency in firing may be considered a tenet. This is a tangible factor. But marksmanship in firing is a changing factor that changes with time and the capability of the individual. Again this tenet can only suffice at the unit level and is redundant for the advanced level. To flip the coin, identifying risk and mitigation plans can be considered as a tenet. But this is also a changeable factor with knowledge and wisdom. An officer of the same service length and same qualification will not identify the same risk and mitigation measures. On the contrary, innovativeness plays a vital role here. To shorten the discussion, these are the principles of instruction, not the tenets. So in institutional dogma, tenets may be considered intangible which has a direct effect on the principles.

To analyze further, every principle needs initiative at the respective end to be materialized. At the same time, innovativeness plays a significant role in materializing the initiative. All efforts will be redundant with the change of situation or environment. As such adaptability is necessary. To some extent, foresight is also necessary to understand the prospect of training and battlefield scenario to assess the level of adaptability. However, foresightedness can be merged with innovativeness, because innovativeness arrives from foresightedness. As such, in this part of the paper, hypothetically initiative, innovativeness and adaptability can be considered as tenets of military training. Henceforth, these three tenets will be evaluated individually.

Initiative

Emory Upton was an 1861 graduate of West Point who solved the problem of assaulting entrenchments defended by men with rifled muskets. In contrast to massed formations of soldiers marching shoulder to shoulder in the open, Upton employed four-man assault teams that moved independently, in short rushes, while other teams engaged the enemy–a technique today called fire and movement.[7] Likewise, the initiative in any spectrum of training will bring change to the organization. Like Emory Upton, several scholar officers are working day and night to improve the training standard. The missing link may be the urge to come out of the stereotypical tactical mentality. With the changing battlefield scenario associated tactics-techniques are changing affecting the strategy. Training modules also need modification to keep pace with those changes. At this point, Bangladesh Army with more than 50 years of experience has cultured many training modules. Apparently, these modules seem to serve the purpose of the Army. But with the changing threat scenario, the training modalities also need modification. The missing link may be the initiative. Initiative to know the threat, assess the threat, analyse own capabilities and formulate acceptable marginal risk. Without initiative, these training modules will not be effective enough to adjust to the changing threat and other associated factors.

To discuss the importance of initiative a little further - the evolution of different battles and results of war dictated many countries to develop their strategy or doctrine. Based on that, the training modules are designed. The underlying factor is that analyzing by own means is always cumbersome rather than readily available research outcomes of modern countries. Those are articulated by war veterans or experts. Bangladesh Army also took birth during the Liberation War of 1971. The army is studying the facts and figures of the victories and losses of the war but needs more initiative in case of implementation in the training. Still, education institutions depend mostly on modern countries' manuals. However, the recent initiative of reviewing précis by ARTDOC and all the training institutions is likely to make up this gap, and Bangladesh Army will be able to materialize its précis and pamphlets not following the foreign modules, rather from its own war experience. In this aspect, to make these précis more viable, institutions may take the initiative to visit and analyze the battle places of the Liberation War physically; discuss with the veterans; analyze the ground; formulate terrain analysis and thus will enable a formidable dogma leading to logical and practical training modules. ARTDOC has all the potential to evaluate such in

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[7] Philosophy Military Training Doctrine and Practice - History of Military Training in the United States, The Post-Vietnam Era - StateUniversity.com https://education.stateuniversity.com/pages/2238/Military-Training-Doctrine-Philosophy-Practice.html#ixzz7hJoF2Fo8

coordination with the training institutions. However, this historical prodigy is in vogue at ARTDOC and training institutions, but needs some tenet to make it sound pedagogical; and that is initiative. Truth is that initiative will lead to innovativeness; another tenet of military training.

Implementation result of any new theory of training is necessary for further evaluation. Training is a continuously changing spectrum with the changing nature of the battlefield. To achieve qualitative and quantitative results of such a module needs both horizontal and vertical feedback systems. To illustrate further, the horizontal chain will entail the Army Headquarters, ARTDOC and training institutions whereas the vertical chain will entail ARTDOC, training institutions and formation/units. Results from the entire sphere will facilitate to identification of likely follies vis-à-vis a commendable room for improvement.

Innovation

Research and education are two sides of the same coin. In the modern world, with the advancement of technology, continuous research and development is necessary for any smart army to keep pace with the changes. Institutions are normally designed to ascertain the changes with the dogmatic approach by the institutional law or the governing body. But in the case of military training institutions, these are sort of autonomous bodies housed within rules and policies. The spectrum of research is usually limited to the institutional arena and resources. In army training institutions, usually the Junior Commissioned Officers and the non-commissioned officers (muscles) are providing service for quite a long time whereas the officers (brain) remain for a very certain period. Thus the continuation of research and development hinders with the change of the brain. So does the innovation. Therefore, some systems may prevail within the institutions to keep the muscles (other rank instructors) activated even after the brain (the officer) has left. Here comes the role of tenet, which is ultimately going to shape such an attempt to continue the research and development.

The training institutions of Bangladesh Army are well organized and resourceful within its domain to conduct any sort of research and development. Furthermore, course participants in advanced courses like the Army Staff Course, Officer's Gunnery Staff Course, etcetera are provided with a fair opportunity to innovate new ideas. To facilitate the financial aspect, required technical grants are also provided to these participants. Therefore, it can be said that Army institutions are already trailing in this process. However, sometimes the institutions lose focus on this part because of other primary jobs. But if innovativeness can be considered as a tenet of army institutions, then it will have a separate priority and the focus will never be lost.

To be specific with one arena; innovativeness in the feedback system will assess the institutions to further study the follies. Presently, all the institutions are conducting detailed feedback after the course. But theoretically, Bangladesh Army has no tool to measure the training quality. The Chief of Army Staff in his Command Philosophy articulated feedback for evaluation as force multiplier[8]. Brigadier General A K M Iqbal Azim, ndc, psc, G+, PhD in his publication 'Neo Service Marketing Strategy for Quality Education' has clearly articulated the necessity of quality measurement concepts for any educational institution.[9] He took case studies on the cadet colleges of Bangladesh and formulated a concept of quality measurement. This is a unique example of

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[8] S M Shafiuddin Ahmed, Lieutenant General (presently General), My Command and Leadership Perspective: A Way for Developing Effective Command Climate, Bangladesh Army Journal (2020), p23.
[9] Neo Service Marketing Strategy, Dr A K M Iqbal Azim.

innovativeness. Following this concept, Artillery Center and School have refabricated the feedback reports of the courses and the result is that – the feedback is more practical-oriented and in line with the modernization. In this regard, ARTDOC may carry out a similar type of research comprising all the training institutions and schools of arms and services to identify the Army's unique quality measurement concept. This is just an example of innovativeness. One innovative idea and research result brought change to one of the largest schools of the Bangladesh Army; a cluster of such ideas will change the pedagogical theory of military education in the Bangladesh Army.

Adaptability

Adaptability is the quality to adjust to any new change or environment. The theory of adaptability is widely studied in the world of psychology and business. In the military, adaptability plays a significant role since the battlefield environment changes frequently; as is the same for military training. The Army of the United States of America has thought of adaptive training much before and formulated a well-articulated doctrine in 2020.[10] In that policy, adaptability training is considered as a strategy to enhance professional excellence. The strategy was formulated based on the 'Adaptability Model' as shown in Figure 2. For adaptability especially for soldiers, special or organized skill is necessary considering the situational fact. Not all problems or situations have the same solution. Not in every problem same adaptability theory can be implemented. Analysing the model in Figure 2, it is ascertained that adaptability depends on cognitive and relational skills. The grit on the other hand is the initiator or the booster of adaptive mentality. For instance, the soldier serving in the remote camp in Chattogram Hill Tracts will not have the same grit as the soldier in plain land. Again while serving in the United Nations, the soldiers need more relational skills than cognitive skills which is vice versa in Chattogram Hill Tracts.

Figure-2: Adaptability Chart - Developing an Adaptability Training Strategy and Policy for the Department of Defence, USA
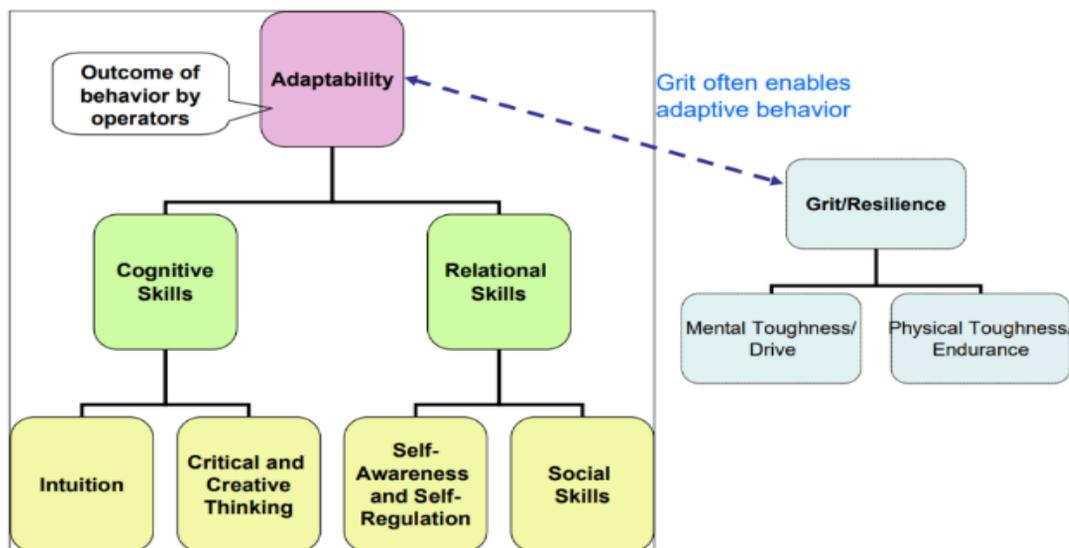
*Source: Conceptualized by the Author from the Study of Literature*

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[10] Developing an Adaptability Training Strategy and Policy for the Department of Defense (DOD), August 2020.

That is why the skill to adapt to any situation needs an institutionalized approach to make it more dogmatic. For this reason, the training institutions can consider adaptability as one of the tenets and formulate their particular policy or doctrine. However, Bangladesh Army is already in such play with multinational and sector base training institutions like Bangladesh Institute of Peace Support Operation Training (BIPSOT), Army War Game Center, etcetera under direct supervision of Army Training and Doctrine Command. Only the missing link is considering adaptability as a tenet.

A Plausible Module

To summarize the discussions so far, the paper is proposing the 'Tenet Assertion Model' as illustrated in figure3. This model illustrates two dogma; one as a cumulative approach toward the tenets to plan training module; the second as a separate entity to assimilate separately based on the requirement and to plan training module. The model also hints at the parameters of exploring the tenets.

Figure-3: Tenet Assimilation Chart
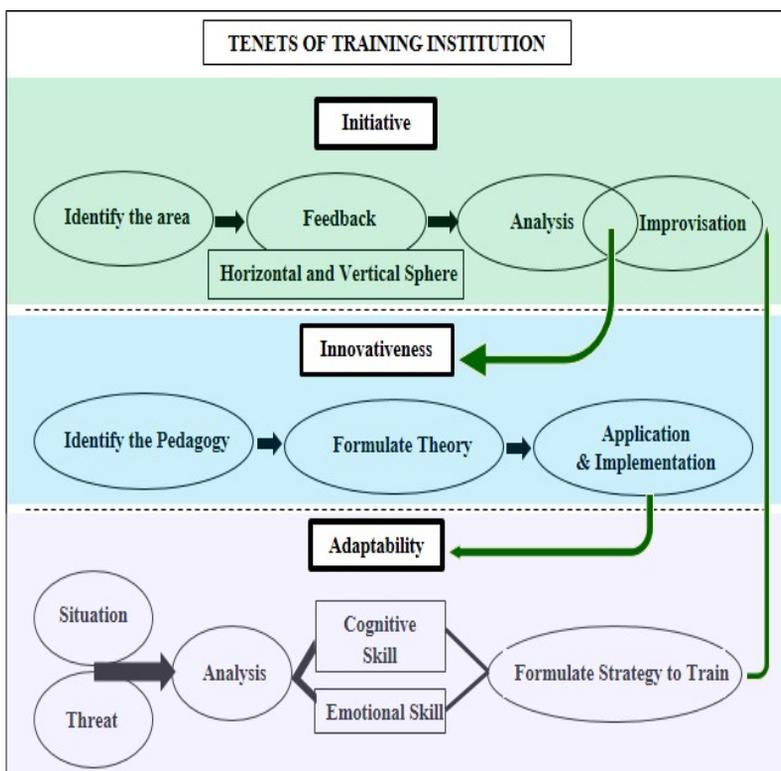
Source: Author's Construct

Conclusion

To conclude, assimilating tenet for any purpose enhances the capability vis-à-vis formulating a process of continuation even if either the brain or the muscle is absent. In addition,

the tenet assists in formulating policy and guidelines vis-à-vis strategy and doctrine. The Chief of Army Staff has articulated in his philosophy trident dogma-initiative, innovativeness and adaptability for the training institutions of Bangladesh Army which very well fit in as tenet of training institutions for Bangladesh Army. The proposed model in Figure 3 will have clearer guidelines towards the formulation of policy, strategy or even doctrine of military training in the training institutions. Nevertheless, to be efficient and effective in training, these three tenets will be very effective in keeping the training institutions of Bangladesh Army abreast with the time and future battlefield challenges.

Initiative will lead to innovation, and innovation will lead to an adaptive strategy. Training Centre and Schools of respective arms and services may develop their mechanism in formulating these tenets. The limitation of the paper i.e. the peculiarities in arms and services training may be also adjusted with these tenets. The respective arms and services will use the Tenet Implementation Module to categorize each peculiarity separately. This will formulate a separate training strategy. Initially, this may seem cumbersome, however, meticulous execution will bring a definite change to the training spectrum of Bangladesh Army. Even after 100 years, these tenets will guide us to accustom to the changes in battlefield environment and armaments.

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CONTRIBUTIONS OF BANGLADESH ARMY BEYOND PEACEKEEPING THROUGH LIVESTOCK AND AGRICULTURAL WORKS IN CENTRAL AFRICAN REPUBLIC (CAR)

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Abstract

Bangladeshi peacekeepers have been actively involved in a number of UN Peacekeeping Operations since 1988. Bangladesh Army's contribution to various missions has been described as of utmost importance and several senior officers of Bangladesh Army have been appointed as Force Commander, Deputy Force Commander and Senior Military Liaison Officer in different UN peacekeeping missions. This asserts the success of Bangladesh Army in the peacekeeping community. In continuation of this, the present Chief of Army Staff General S M Shafiuddin Ahmed, SBP (BAR), OSP, ndu, psc, PhD was appointed as Deputy Force Commander in Central African Republic (CAR) in the year 2014 which is a matter of great pride for Bangladesh Army. Under his dynamic leadership, Bangladeshi peacekeepers started their journey and already completed 9 years service in CAR in 2023. Besides operational tasks, they have strengthened their position through various activities to ensure food security for the locals. The key objective of CAR government is to ensure food security and poverty alleviation which can be ensured predominantly by agronomic and livestock development. Bangladesh Battalion (BANBAT) has been working since 2014 in CAR with modern agricultural equipment for the livestock and agronomical development. Bangladeshi peacekeepers in CAR have already earned their reputation as premier in the field of agriculture and livestock for their modern agricultural equipment which people of CAR can utilize free of cost for their land cultivation. Taking this advantage now is the time to materialize our national interest by investing more in the field of agriculture and livestock sector to trade off our brand value of peacekeeping.

Keywords: Peacekeeping, food security, poverty alleviation, agriculture, livestock.

Introduction

Since 2014, Bangladesh Army has been actively involved as part of United Nations peacekeeping operations in Central African Republic. BANBAT-1 was the founder of MINUSCA in Central African Republic. Bangladeshi peacekeepers have already been praised at home and abroad. In this regard, UN Secretary General Antonio Guterres said that, "I am impressed by the role of Bangladesh Army in the protection of human rights and the establishment of lasting peace in troubled regions." The Father of the Nation Bangabandhu Sheikh Mujibur Rahman initiated Bangladesh's participation in peacekeeping by sending a medical team in 1973 to war-torn Syria for maintaining peace. He was committed to international peace and prosperity. Inspired by that initiation, everyone of our country under the leadership of Honourable Prime Minister Sheikh Hasina is determined to maintain world peace. Under her leadership, the peacekeepers of Bangladesh are working tirelessly and are being praised worldwide for their exemplary duties in

controlling and preventing ethnic conflicts, building roads, infrastructural development, livestock and agricultural activities and medical services in Central African Republic.

According to the United Nations, the Central African Republic is one of the most underdeveloped countries in the world. The Ubangi River is the main economic driver of the country. Subsistence agriculture and livestock are the main economic activities of the people of the country. However, diamonds, cotton, timber and coffee are exported from CAR. In spite of abundant natural resources, attacks by insurgent groups and internecine violence have severely disrupted the country's stability. Political instability and infrastructural poverty hamper the country's economic progress.

Central African Republic, as one of the countries of optimism for the upcoming new generation of the whole world, is a sleeping giant in agriculture and livestock sector. Bangladeshi peacekeepers are working tirelessly for the development of livestock and agriculture sector in CAR beyond peacekeeping operations to ensure food security and poverty alleviation for the locals. The actual reasons of the unstable situation in CAR are well known to all. It is said that if the stomach remains empty peace will never be established because "peace never runs behind the empty stomach". If we can overcome the food crisis and ensure the food security in CAR, automatically peace will be established. The agriculture and livestock can ensure this food security and help establishing lasting peace in CAR. This paper has been articulated predominantly with author's own experiences as an Agriculture Adviser of BANBAT in Bouar and again as a French interpreter in Central African Republic. Various data and information were collected through interactions with local people, informal interviews with key personnel and studying open-source materials.

In this paper an attempt has been made to highlight the brief topography and present state of livestock, agriculture and food security scenario in CAR. The paper also focuses on the significant achievements and role of Bangladesh Army to support livestock and agricultural development in the deployed area of CAR. Thereafter, the write-up analyzes the impediments or challenges faced by Bangladeshi peacekeepers and finally suggests the ways forward to ensure food security and poverty reduction through livestock and agricultural development by the peacekeepers of Bangladesh Army.

Topography and Brief History of CAR

Central African Republic is a landlocked country surrounded by Cameroon to the West, Chad to the north, Sudan and South Sudan to the east, the Republic of Congo and the Democratic Republic of Congo to the south (Photo-1). The country is located in the heart of the African continent that extends over nearly 623,000 square km (slightly more than 4 times the size of Bangladesh), with a population exceeding 4.5 million, which makes it a country with a low density population, approximately 8 inhabitants per square kilometer. The population density gradually increases from East to West. The capital city of the country is Bangui with a density of more than 9,000 inhabitants per square kilometer.

Baya (33%) and Banda (27%) are the country's two largest ethnic groups. Besides, Manjia (13%) and Sara (10%) are two of the minority ethnic groups. About one-third of the country's inhabitants believe in traditional African religions. Half of the country's population is Christian,

with an equal number of Roman Catholics and Protestants. Besides, about 15% population of the country is Muslim. The climate in the north of the Central African Republic is hot and dry. The climate in the south is equatorial in nature. Rain falls throughout the year, but the heaviest rain falls from July to October.

The country gained independence from French colonial rule in 1960. The so-called 'Emperor' Bokassa ruled the country from 1965 to 1979. After that a military dictatorship came into force. The first democracy was introduced in the country in 1993. Historically, the majority of political leaders have come from the ethnic groups in the south of the country. The country currently has a presidential system of government. According to the United Nations, Central African Republic is one of the most underdeveloped countries in the world. The Ubangi River is the main economic driver of the country. Subsistence agriculture and livestock are the main economic activities of the people of the country. However, diamonds, cotton, timber and coffee are exported from here.

In spite of abundant natural resources, attacks by insurgent groups and internecine violence have severely disrupted the country's stability. Political instability and infrastructural poverty hamper the country's economic progress. The country is dependent on international financial aid for refugees. Along with the state forces, Bangladeshi Peacekeepers are regularly working to establish peace and stability in the country.

Photo-1: Topography of CAR
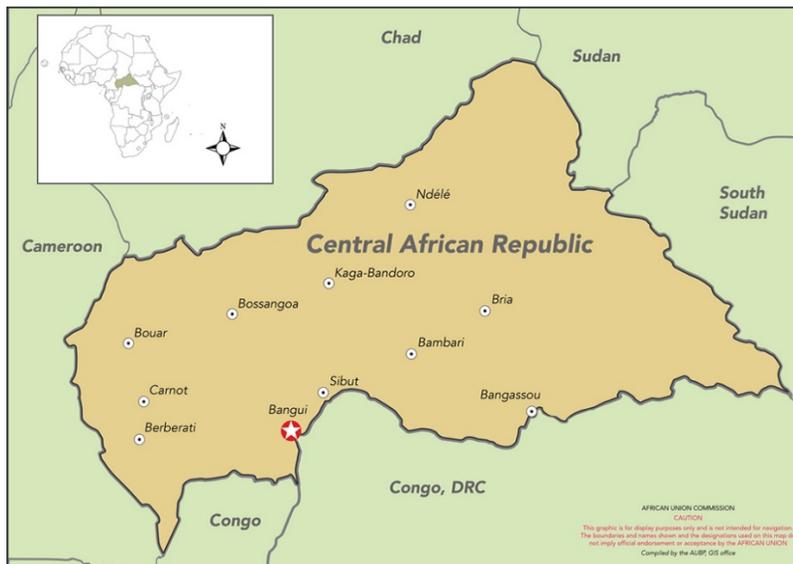
Source: Author's Collection from Internet

Present Scenario of Livestock and Agriculture in CAR

Since the country's independence, economic activity has been supported by the rural sector which alone contributes more than 50% of GDP and employs nearly 75% of the country's population. This sector covers agricultural, livestock, forestry and, more anecdotally, fish farming activities.

The country has a significant diversity of agro-ecological zones which allow it to cultivate a diverse range of agricultural products. Some are intended for the domestic or regional market (cereals, roots, tubers, plantains, oilseeds, vegetables, sugar cane, etc.) and other crops are intended for export to international markets (coffee trees, cocoa trees, kola trees, pepper plants, cotton plants, tobacco, etc.).

Due to the low population density and essentially manual tools, less than 5% of cultivable land is sown each year (approximately 700,000 hectares). Rangeland and grazing land would currently cover more than 16 million hectares. In CAR, there is slash-and-burn agriculture implemented by sedentary farmers, and on the other hand pastoral farming is practiced by nomadic and semi-nomadic herders. Most of the cultivable lands are prepared by cleaning of bushes. Some agricultural lands are found near water sources. The soil cannot hold water for long time which restricts the cultivation mostly in rainy season.

The Central African Government and donors have made the revival of agro-pastoral systems a priority for the country's development. With this objective, vocational training in rural areas has been identified as one of the major levers to contribute to this. There is a wide variety of training centers for rural professions which can provide training on agricultural, livestock, forestry or rural professions. Specialized training schools in the fields of agriculture, livestock, forestry and fisheries are fewer in number. The Ecole Normale Supérieure in CAR plays a major role in the training of trainers. In addition to this BANBAT is conducting group training to the local farmers on livestock and agriculture by their modern agronomical equipment and technology.

In 1999 the Food and Agricultural Organization (FAO) reported that arable lands with permanent crops are about 2,020,000 hectares (3.2% of total land area), and permanent pasture are in 3,000,000 hectares (4.8% of total land area). However, latest data demonstrates that agricultural lands are 50,22,000 hectares (8.1% of total land area among them arable land 2.9%; permanent crops 0.1%; permanent pasture 5.1%); 2,24,44,000 hectares or 36.2% are forested and 3,45,34,000 hectares or 55.7% are covered by mountains and more (Figure-1).

Figure-1: Distribution of Land in CAR
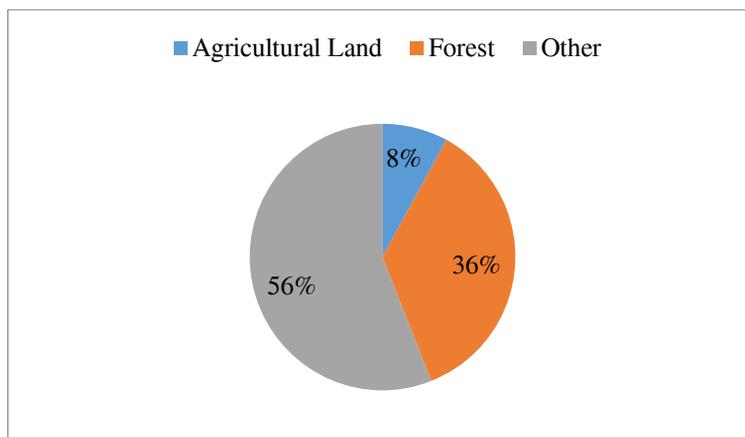
Source: Author's Own Construct

Role of Livestock and Agriculture to Ensure Food Security and Poverty Alleviation

Role of Livestock

Livestock, like agriculture, is an important sector and provides a livelihood for many farmers. In CAR, almost 80% of the agricultural land is grazing land and farmers are highly dependent on livestock for income, animal products and insurance. The livestock sector is one of the fastest growing segments of the agricultural economy, particularly in the developing world where demand for meat and dairy products continue to increase. The expansion of such livestock sector will have major implications for poverty reduction and ensuring food security. Livestock can provide income, quality food, draught power, and fertilizer, thus contributing to household livelihood, food security and nutrition.

Livestock and Livelihoods.   Livestock plays many important roles, for example: as a provider of employment to the farmer and family members (Sansoucy, 1995); as a store of wealth (CAST, 001); as a form of insurance (Fafchamps and Gavian, 1997); contributing to gender equality by generating opportunities for women; recycling waste products and residues from cropping or agro-industries (Ke, 1998; Steinfeld, 1998); improving the structure and fertility of soil (de Wit, van de Meer and Nell, 1997); and controlling insects and weeds (Pelant *et al*., 1999).

Livestock and Food Security.   Under-nutrition remains a persistent problem in many developing countries. The latest FAO figures (FAO, 2009c) indicate that nearly one billion people in the world are undernourished. When all people at all times have access to adequate levels of safe and nutritious food peoples become active and lead a healthy life. The livestock sector is central to food security for rural smallholders who rely directly on livestock for food, incomes and services. Livestock plays an important role in all four main dimensions of food security: availability, access, stability and utilization.

Livestock and Nutrition.   The impact of poor nutrition on child growth and mental development is well documented and includes stunted growth and increased risk of infectious diseases, morbidity and mortality. Over the long term, malnutrition impairs cognitive development and school performance. Malnutrition reduces work performance and productivity in adults, lowers human capital development and constrains the potential for economic growth of countries (FAO, 2004a). Malnutrition can also make women, men and children more vulnerable to diseases such as malaria, tuberculosis and HIV/AIDS.

Role of Agriculture

The UN's World Food Programme (WFP) has warned that the number of chronically hungry people in low and middle-income countries, including Africa, will become double to 26.5 million by the end of 2023 due to the COVID-19 pandemic. There is no alternative to develop Africa's agricultural systems to cope with this shock. Agricultural development is also important for successful economic transformation. The United States, Europe and Asia had to undergo an agricultural revolution to transform into industrialized economies. In the same way, CAR also needs an agricultural revolution. Global security issues also require the development of agronomical systems.

Crop farming in Central African Republic needs to be changed by modernizing the agricultural system and new types of crops should be grown. Many African leaders have already started to take action in this regard. Senegal has made great strides in the production of rice and other food grains. Ghana has progressed in the cultivation of food grains such as wheat and barley. Ethiopia has also come a long way in the transformation of the agricultural system.

Agricultural growth is central to economic growth, poverty reduction and food security. Decades of economic research have confirmed that agricultural development has positive effects for the poor countries in three areas: lower food prices for consumers; higher incomes for producers; and growth multiplier effects through the rest of the economy as demand for other goods and services increases (Alston *et al*., 2000). Agricultural growth reduces poverty more strongly than the growth in other sectors (Thirtle *et al*., 2001; Datt and Ravallion, 1998; Timmer, 1988).

Steps Taken by BANBAT in CAR

Participation in Agriculture Fair. BANBAT opened a stall in the 'Agriculture Fair' organized by CARITAS at Bouar displaying some modern agricultural equipment like Tractors, Rotavators, Disc Ploughs, Cultivators, Harrows and different kinds of seeds brought from Bangladesh.

The purpose of participating in the 'Agriculture Fair' by BANBAT was to encourage the local people in agriculture and inform them about the modern agricultural equipment and good quality seeds of BANBAT which were readily available and completely free to support the agricultural projects of local farmers.

Photo-2: Agriculture Fair at Bouar in CAR

Source: Author's Own Collection

Motivating Farmers for Land Cultivation. The Agriculture Adviser of BANBAT visited potential lands for cultivation and selected the suitable lands at Bouar. He went to the farmers to motivate and inspire them and ensured them about the free support of BANBAT in cultivating the lands and providing seeds. He, on behalf of BANBAT, also invited the local women organizations to encourage the women in agriculture showing BANBAT's own agricultural projects around its camp.

Photo-3: Motivating Farmers in the Field

Source: Author's Own Collection

Use of Modern Equipment for Land Cultivation by BANBAT. BANBAT cultivated about 75 acres of land at Bouar which included 25 plots by its own tractor and employing its own manpower. Local farmers were the owners of all those cultivated plots.

Photo-4: Use of Modern Equipment by BANBAT to Support Locals

Source: Author's Own Collection

Conducting Training in the Field. The motivated local farmers were trained by agriculture experts of BANBAT on how to clean the bushes, cultivate the lands in a scientific way, sow the seeds, clean the weeds, use the fertilizer, control the pest and insects and finally how to harvest and preserve the seeds for subsequent cultivation round the year.

Photo-5: Conducting Training in the Field

Source: Author's Own Collection

Distributing Plants and Seeds to the Farmers. BANBAT sowed the seeds around its own camp premises and distributed seeds and plants of different vegetables and crops as complimentary to the local farmers at Bouar.

Photo-6: Distributing Plants and Seeds to the Farmers

Source: Author's Own Collection

Continuous Supervision and Monitoring. All the plots cultivated by the tractor of BANBAT were absolutely free of cost as part of a welfare project of BANBAT. Those plots were being regularly supervised and monitored by BANBAT agriculture experts to ensure harvest of better crops from those plots for the farmers. The farmers were advised and given necessary guideline periodically in this regard.

Photo-7: Supervision and Monitoring of Cultivated Plots

Source: Author's Own Collection

Maintaining Liaison with Concerned Stakeholders. BANBAT did necessary liaison and coordination with the local Government Agricultural Organizations, CARITAS, WFP and FAO to ensure the best possible support to the local interested and motivated farmers.

Photo-8: Liaison with Concerned Stakeholders

Source: Author's Own Collection

Arranging Local Media Coverage. BANBAT arranged local media coverage by Radio Bouar to inspire more local people to cultivate their lands by taking necessary support from BANBAT including seeds and modern agricultural equipment.

Photo-9: Liaison with Local Media

Source: Author's Own Collection

Veterinary Health Support. CAR has good number of livestock animals which are mostly reared in households with scavenging system. These animals very often suffer from many contagious diseases. Moreover tse-tse fly infestation and other worm infestation is a big problem for livestock of CAR. The veterinary health issues badly hinder the rearing and production of the livestock. CAR has very limited resources on this sector both from medicine and expert personnel point of view. BANBAT contingent had expert personnel and some medicinal resources which

were utilized to support the farmers to some extent through veterinary campaign (Photo-10). This support improved the health and production of the animals which helped to increase earnings of the inhabitants.

Photo-10: Veterinary Campaign Organized by BANBAT

Source: Author's Own Collection

Achievements of BANBAT in Agriculture Sector at Bouar

Bringing Unsettled Lands Under Cultivation. BANBAT cultivated 25 plots which included an area of about 75 acres of land in different areas of Bouar. Most of those cultivated plots were full of thick bushes. Those unused lands were cleaned by the farmers and BANBAT provided them the support of tractor and seeds with necessary training.

Photo-11: Unused Land Cultivated by BANBAT

Source: Author's Own Collection

Increased Number of Benefitted Families. A good number of local people were inspired to cultivate their lands for the continuous motivation and training by BANBAT on agriculture. On an average 30 families of Bouar were benefitted by their cultivated crops and thereby their food security was ensured.

Achievements in Inspiring Local People. Many farmers were inspired to cultivate their lands taking the tractor support and training from BANBAT noticing a good number of cultivated green fields of crops and vegetables around the Bouar City. They were inspired to work instead of wasting time unnecessarily which kept them busy and helped them to refrain from committing any sorts of crime.

Achievements in Cultivating Different Varieties of Crops. Different crops like wheat, rice, maize, red bean, ground nut, okra, raddish, bitter gourd, sweet gourd and many vegetables were cultivated in different locations of BOUAR under the supervision and guidance of BANBAT agriculture adviser. All the crops gave good harvest as a result of the continuous guidance and monitoring from BANBAT.

Photo-12: Varieties of Crops Produced by BANBAT

Source: Author's Own Collection

Achievements in Contribution to the National Economy of CAR. As the total cultivated area was about 75 acres, average expected production was 1.5 ton x 75 acre = 112 ton = 1,12000 kg. If average price of 1 kg crop was 0.25 USD then total price was 28000 USD or 1,68,00,000 FCFA. Although this amount was very less, this was the beginning and the agricultural revolution in CAR would start from this. This amount was obviously added to the gross domestic product (GDP) of the country and helped to improve the national economy of CAR.

Challenges Faced By BANBAT

Lack of Scientific Agricultural Technologies. Most of the lands of CAR were hard and bushy. It needed modern technological support to cultivate the bigger area, but the farmers did not have any modern equipment to cultivate. They could cultivate only a very small piece of land with their own homemade tools.

Women in Agriculture. Only the women worked in the field and cultivated a very small piece of land close to their residence in CAR just to mitigate their daily needs. Most of the men in the locality did not involve them in agriculture, rather they passed their time doing nothing and remaining slothful all the day long.

Lack of Access to World Markets and Prices. As the communication was a major problem in CAR and the people had less access to the world markets to sell their crops and

vegetables, they were discouraged to produce more than their daily family needs. They did not take any initiative to cultivate and produce more from their lands as in most of the cases it would not change their living standard due to the lack of access to markets and good prices.

Lack of Water Source. Central African Republic has two seasons, one is dry season (starts from November and remains up to the end of May) and another one is rainy season (starts from June and remains up to the end of October). The rainy season is the time for cultivation in CAR because the country has the scarcity of water source. It has very few water sources like small canal in the downhill and it is very difficult to use this water for irrigation to the agricultural field due to high altitude.

Restricted to Seasonal Cultivation. CAR is a country of hills and plain lands in between the hills. Most of the populations live in and around the roads especially along the MSR. Due to high land it is very difficult to get the water source near the cultivable land in the dry season and the soil condition during dry season remains so hard that even the tractor can't plough it. That's why it makes the locals discouraged to cultivate in dry season. They only cultivate in the rainy season.

Lack of Education. The soil of CAR is quite good for cultivating the crops, but the locals did not have adequate knowledge on agriculture and rearing animals. They did not get any institutional training on agriculture and livestock.

Language Barrier. The local farmers speak 'Sango' as their mother tongue. So it was very difficult to convince them and communicate the messages.

Lack of Interest of Local Population. Locals were very callous to work and they were very lazy. They were told to clean the land and cut all the bushes, grass or big trees so that BANBAT's tractors can cultivate the land. They agreed but surprisingly they wanted money for preparing their own land for cultivation. Finally they were motivated with the assurance that everything to cultivate the land is free from BANBAT and the harvested crops will remain with them.

Monoculture. Monoculture of the main cereals which ensue harmful effects and are continued each year, resulting in decreased productivity and the presence of harmful insects and diseases. Cultivating the main cereals repeatedly in the same land results in decreased productivity.

Inadequate Infrastructure. The Central African agricultural and livestock sector was experiencing difficulties because the CAR did not make progress in the modernization of the sector as farming operation was built around a family and which was also the center of decision making. Technical support therefore was based on the effective participation of farmers and their families in the choice of themes and decisions taken. Inadequate infrastructure like marketing facilities, road communication as well as security threats for selling their products resulted in frustrating the farmers to develop this sector.

Political Instability. The political instability hampered the dynamic agricultural development. Since its independence in 1960, the political situation has always been troubled with

many coup d'Etat, mutinies and the takeover by the army not permitting the country to enjoy its wealth. Although the country is full of enormous natural resources but the development of its agriculture is poor due to political instability.

Negative Perception/Image Issue. Locals believe that the agricultural and livestock framings are the most neglected job in the world. They believe that, these are the job of poor people. These negative perceptions amongst the locals of CAR created a state of frustration and represented a real blockage to growth and progress of Central African agriculture and livestock.

Rudimentary Methods of Farming. Farmers practice rain fed or irrigated farming, and never have the opportunity to acquire a tractor, work animal, selected fertilizers and pesticides, and seeds to be cultivated in advance per family or per worker area, nor yield per hectare. Consequently, it was making agricultural labor very difficult and farmers were not motivated to put in additional efforts for uncertain or limited results.

Lack of Soil Fertility Measures. Due to low levels of fertilizer and reduction of organic matter (livestock wastes), soils of CAR are impoverished.

Ways Forward to Ensure Food Security and Poverty Reduction

Providing Support for Improving Agricultural Technologies. Some technical training for the farmers about the use of modern agricultural equipment and technologies may be arranged so that they can make their hard and bushy lands suitable for cultivation in a bigger perspectives with the help of modern agricultural equipment. BANBAT as well as different agricultural agencies should work together to support farmers for replacing their own homemade tools into modern agricultural equipment.

Motivating Men and Women in Agriculture and Livestock. BANABT should arrange frequent motivational workshop for the locals and concerned stakeholders of CAR (agriculture and livestock representatives) so that not only women but also men will be equally encouraged to work together for developing agriculture and livestock sectors.

Helping for Access in World Markets for Proper Prices. BANABT may play a vital role to improve marketing facilities to sell their products in good price by improving road construction and security threats.

Helping for Improvement of Irrigation System. It is observed that, rainy season (June to October) is only the time for cultivation in Central African Republic, as the country has very few water sources like small canals in the downhill and it is very difficult to use for irrigation due to high altitude and lack of tools for irrigation like deep tube-well or surface water pump. It is necessary to install deep tube-well and supply surface water pumps on required basis.

Support the People for Year Round Cultivation. Support the farmers by improving irrigation system, incorporating modern agricultural tools, developing marketing facilities and finally training the farmers regarding crop rotation so as to use their lands for cultivation throughout the year instead of rainy season only.

Arranging Institutional Training. BANABT and other national as well as international agencies should forward their hands together to educate the people so that they can get institutional training on agriculture and livestock.

Mitigating Language Barrier. For easy communication and understanding, knowing language has no alternatives. To mitigate these problem contingent members should learn their local language with a view to learning their cultures, getting their mind and exchanging our views and thoughts.

Motivating Local People to Grow Interest. Locals are very callous to work and they are very lazy. Frequent group motivation by BANBAT is necessary to overcome this problem. Motivation can be done through free seed distribution, cultivating their lands by the tractors free of cost.

Mitigate Monoculture. BANBAT may arrange sufficient training for local farmers by agriculture experts about crop rotation and teach them about the harmful effects of monoculture.

Providing Support to Develop Infrastructure. Marketing facilities, road communication, security threats as well as modernization of farming operation for selling their products with good price may be improved by developing infrastructure. The farmers need technical, material and financial support in order to produce the food they consume, reestablish their livelihood and to improve local economic opportunities by developing infrastructure.

Helping to Stabilize Political Instability. The world is ruled by politics. For this reason, national and international politicians should work together to stabilize political unrest and volatile situations which are unfavorable for a dynamic agricultural and livestock development.

Motivating People to Avoid Wrong Perceptions. Agriculture adviser of BANBAT may take necessary steps by arranging periodical meetings, workshops, and visiting to the farm area with a view to motivating the farmers and locals that the job of agricultural and livestock framing is not a neglected one. They should feel that it might change the life in terms of food security, poverty alleviation and ultimately they will contribute to the national economy.

Taking Measures to Overcome Rudimentary Methods of Farming. Notwithstanding these serious facts, majority financial decision-makers, politicians, international organizations, and technical advisors need to improve these farmers' competitiveness, because family farming is also very important for the country. This type of farming not only ensures Central African food security in quality and quantity, but also ensures economic development, therefore, it can transform from subsistence to commercial farming. Farmers should be aware of modern methods of cultivation, biosecurity in livestock management, zoonotic disease control, preservation technique of seeds, storage system of crops, etcetera.

Measures to be Taken to Use Unsuitable/Unused Lands for Cultivation. Agriculture Adviser of BANBAT may take necessary steps to find out plausible measures to use unsuitable/unused lands for cultivation. He should train the farmers how to use unused or bushy and sloppy land for agricultural production.

Taking Measures to Improve Soil Fertility. Agriculture Adviser of BANBAT may take necessary steps to educate the farmers to use livestock wastes or cow dung for preparing organic manure as fertilizer to improve soil fertility.

Conclusion

Livestock and agriculture are very important to the livelihood of a large percentage of rural women, men and children living under poverty. Smallholders need support in order to take advantage of the opportunities provided by an expanding livestock and agricultural sector and to manage the risks associated with increasing competition and closer linkages with modern value chains. This requires significant and sustained innovation in national, regional and global food and agricultural systems, and a mix of policy and institutional change, capacity building, technological innovation and investment that is gender-sensitive and responsive.

Policy-makers need to consider different capacities of smallholders to respond to change. Some smallholders may be unable to compete in a rapidly modernizing sector and will give up their livestock, as opportunity costs for family labor rise. Broader rural development strategies aimed at creating off-farm employment for women, men and youths can ease their transition out of the livestock sector.

BANBAT extended the helping hand to the local farmers at Bouar facing all the integral challenges and won the heart and mind of the people at Bouar. Different organizations visited the projects of BANBAT and expressed their utmost satisfaction. A good number of poor families are going to be benefitted by this effort of BANBAT and other peacekeeping organizations. A massive amount of crops and vegetables can be produced which may mitigate the scarcity of food in CAR utilizing its vast land and canal and those may be exported to other countries as well. Thereby, the country can be economically developed and the people will get the opportunity to work and earn as per their necessity to satisfy their basic needs and to change their livelihood which subsequently will restrict them from fighting with each other. Most of the people of CAR may be employed in agriculture and livestock sectors and subsequently in agricultural industries and thus peace can be established within a short span of time.

Recommendations

Basing on the above discussions, the following recommendations are made:

a. Bangladesh Army may coordinate with the UN to include a separate section in BANBAT with expert personnel on agriculture and livestock along with adequate manpower and modern agricultural tools to produce different crops, develop livestock and poultry farms to fulfill the ration requirements of all UN personnel employed in CAR. This will also create employment opportunity for the local people.

b. Ministry of Foreign Affairs may liaise with the Government of CAR, key political leaders and businessman to develop their livestock and agronomic sector for poverty alleviation and food security by sending experts from BD.

c.   Necessary infrastructural development and road communication may be established to make the linkage with the remote countryside to ensure the access of the local farmers to the markets.

d.   Adequate knowledge on food and nutrition may be imparted to the locals to create awareness among them to produce diversified crops round the year.

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ENHANCING EMOTIONAL INTELLIGENCE COMPETENCIES FOR EFFECTIVE COMBAT LEADERSHIP IN THE 21ST CENTURY: BANGLADESH ARMY PERSPECTIVE

Major Noor Nafiz Islam, OSP, psc, Infantry

"In a very real sense, we have two minds, one that thinks and one that feels"

- Daniel Goleman (Goleman, 2005)

Abstract

Military, the most iconic team organization and group cohesion, depends entirely on the art of leadership. Since the beginning, the herd of archaic men looked up to their leaders for survival. Thus longing for a good leader is wired in the human brain. Despite the unique challenges in the 21st century battlefield environment, the sheer quality of leadership remains intangible. However, military leaders need to teach specific attributes to mitigate modern-day challenges. Recently, a new theory identified Emotional Intelligence (EQ), the ability to regulate one's emotions, as a key component of leadership. In this purview, this paper gives an insight into identifying the relationship between EQ competencies and effective combat leadership of Bangladesh Army.

Introduction

The nature of future operations in the 21st century is likely to be more volatile, unpredictable, and lethal than ever expected. The Global Positioning System, Internet of Military Things, Artificial Intelligence and other cutting-edge technologies allow individual soldiers and forces to manoeuvre more accurately and aggressively regardless of weather and terrain. Hence, Livingstone (2002) has mentioned that combat leadership in the military is growing more complex and challenging during the war. On a fast-paced battlefield, military effectiveness relies on the ability of leaders to respond to ongoing combat pressures and manage others efficiently. In this scenario, the Combat leadership in Bangladesh Army is becoming increasingly crucial as defence issues and challenges become more multifaceted.

Despite all of the breakthroughs in warfare technology, human nature has not changed (Mallick, 2020). Regardless of how far combat has progressed technologically, its conduct will always be in the hands of human beings (Shamaila Amir, 2018). Personal leadership abilities will continue to be essential for military leaders in the modern era. As a result, the leaders of Bangladesh Army must learn to analyze and act differently in the foreseeable environment of the 21st century. Combat leadership demands wisdom, courage and cognitive skill to take decision in a volatile situation. However, professional study and constant practice helps to develop combat leadership skills. Recently, interest in the new concept of emotional intelligence (*EQ*) has flourished due to the claims that it can be used to develop successful leaders (Bar-On, 2006). Goleman (1998) referred to *EQ* as the sine qua non of leadership, without which an individual cannot be an effective leader. Stein and Book (2011) argue that regardless of where a person falls on the cognitive intelligence scale, *EQ* may help leaders realize their full leadership potential.

Against this backdrop, the required attributes for effective combat leadership of Bangladesh Army in the 21st century battlefield have been highlighted in this paper. After that, a relationship between *EQ* competencies and Bangladesh Army combat leadership attributes has been drawn. Finally, suggestive measures for enhancing *EQ* competencies in the Bangladesh Army combat leadership are suggested, followed by a few recommendations.

Required Attributes for Effective Combat Leadership of Bangladesh Army in the 21st Century Battlefield

Future Characteristics of Operations. An endeavour has been made to examine multiple peer-reviewed journals to determine the characteristics of future military operations. A Focus Group Discussion (FGD) was conducted amongst the officers of Bangladesh Army, where officers opined that future operations are likely to be less predictable and that diversity will increase within and outside the armed forces. The use of computers, cellular phones and the internet will continue to grow exponentially. The characteristics of future operations as identified are-short and intense, high lethality, movement and manoeuvre, restricted support, unconventional warfare, joint operations, nonlinear operation and electronic warfare. The characteristics of operations in the 21st century battlefield are shown in Table-1.

**Table-1**: Characteristics of Future Operations in the Battlefield

Uncertainty and less predictable	Joint operation
Complex Chain of command	Unconventional warfare
Interwoven with technology	Critical scrutiny of leaders

Source: Developed by the Author

Attributes of Combat Leadership in the 21st Century Battlefield for Bangladesh Army. Notwithstanding future characteristics of the future battles mentioned in the earlier part of this article, future military leaders will have to hone additional skills to effectively assume the role of a successful commander. The attributes required in the 21st century battlefield are described in the subsequent paragraphs:

a. **Rapid Decision Making**. The contemporary environment places a heightened premium on making decisions quickly in unfamiliar situations amid more significant ambiguity and uncertainty than leaders in the not-so-distant past. Rapid decision-making will reduce uncertainty in the battlefield. Wahid-Uz-Zaman (2022) has mentioned that initiative and mental readiness are also vital for rapid decision-making.

Figure-1: Rapid Decision-Making Mitigating Challenges
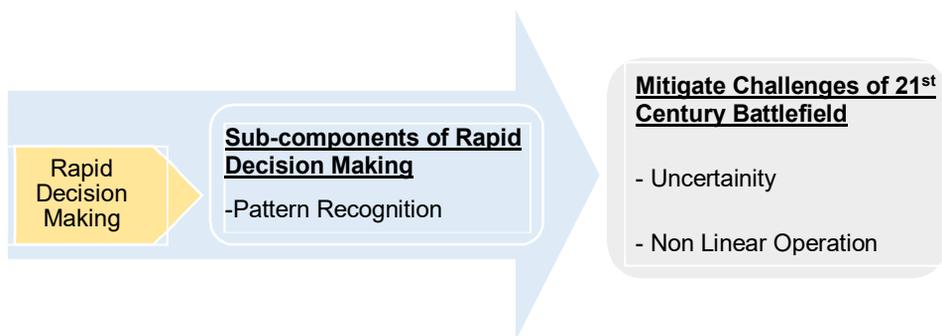
Source: Developed by the Author

b.   **Transformational Leadership (TFL) Quality**. A transformational leader empowers subordinates to achieve the organization's goals. They see developing and growing others as more important than micromanaging schedules, doling out rewards and punishments, and enforcing standards (Matthews, 2014)**.** Transformational leadership creates positive command climate, leads to higher performance, and correlates with more significant commitment among followers (Chesser, 2006). TFL subcomponents mitigate 21st century leadership challenges.

**Figure-2**: TFL for Mitigating Modern Days Leadership Challenges
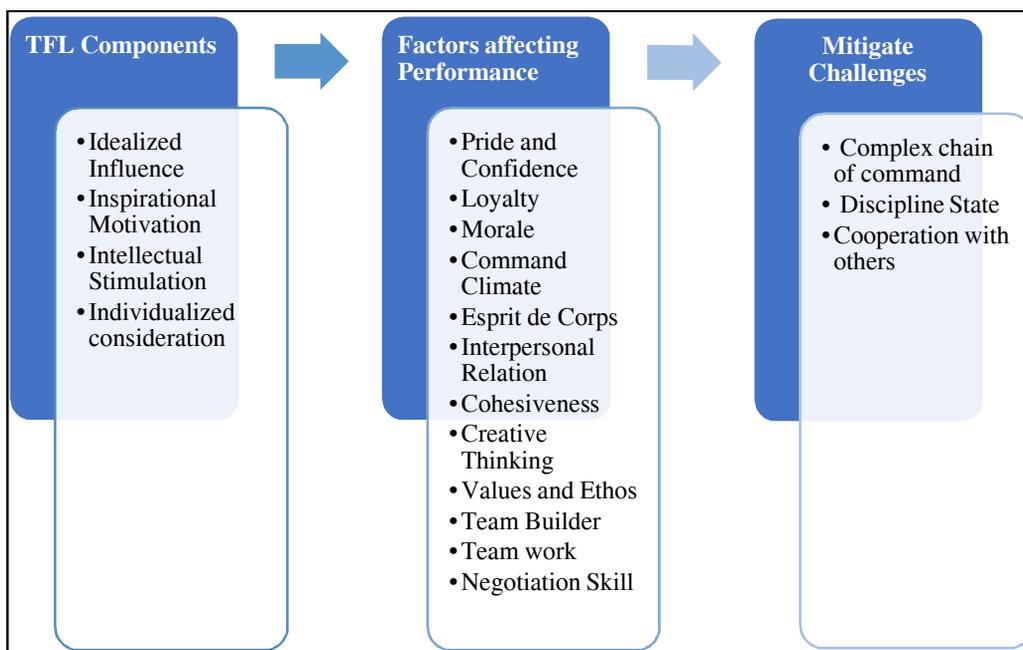
Source: Author's Own Construct

c.   **Versatility**.   A military leader in the 21st century needs to be versatile. The leader must win hearts and minds, and to prevent conflicts with followers they must be an expert at understanding the culture in which the followers are deployed. Joint operations with other services and other countries require cross-cultural awareness. Moreover, the ability to exploit friendly success and marginalize friendly failures are needed to win over the enemy.

d.   **Egalitarian instead of Authoritarian Leadership**.   A highly professional military requires intelligent and well-trained soldiers. The old strategy of ordering people to do something because the commander says so, may work for a short time. In the long run, this approach may fail because military leaders often interact with civilians, non-government agencies, and a host of other formal and informal groups. They mean to achieve their objectives. Egalitarian leaders genuinely see all people as important and equal.

e.   **Life-Long Learning**.   Leadership in the digital age requires new values, abilities, and knowledge. Leaders must actually take into account a system's strengths and weaknesses. A leader ought to follow technological developments. Civilian and military relations are changing due to communications and computer technology developments. The importance of military operations in the information domain will equal that of operations in the sea, land, air, and space.

Relationship between EQ Competencies and Bangladesh Army Combat Leadership

Concept of EQ.   Emotions have been included in the intelligence literature with the introduction of the concept of social intelligence by Edward Thorndike in 1920 (Bar-On, 2006). EQ includes non-cognitive skills and capabilities that determine the person's ability to cope with environmental demands and pressures. Psychologists Salovey and Mayer coined the term 'EQ' in 1990 (Livingstone et al, 2002). They identified four basic features of EQ, as shown in Figure-3:

**Figure-3**: Basic Features of EQ
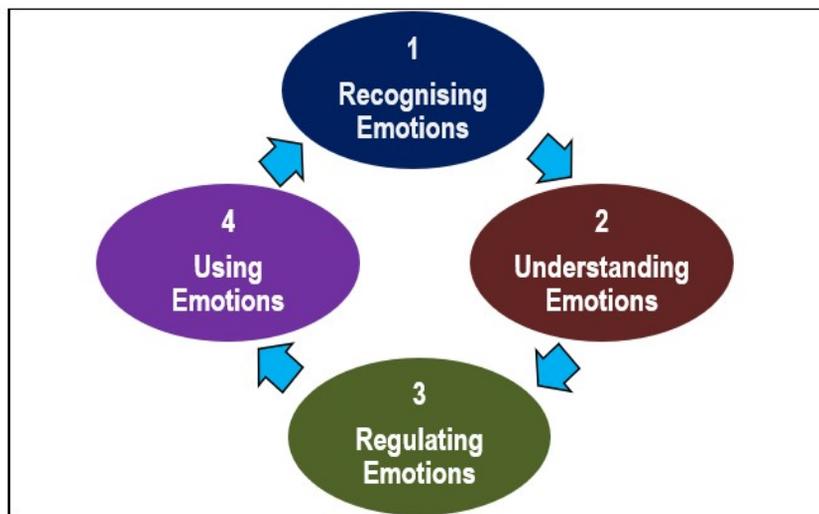
Source: Developed by the Author based on Management E-Book (2014)

Models of EQ. Various models of EQ have been developed in an attempt to both explain the concept and establish its reliability and validity. Models of emotional intelligence can be broadly categorized into two types: mixed models and ability models.

Goleman EQ Model. Goleman in his numerous research works had repeatedly emphasized on five major components of EQ. The Figure-4 shows the definition and hallmarks of the components of EQ.

Figure-4: EQ Components and their Hallmarks
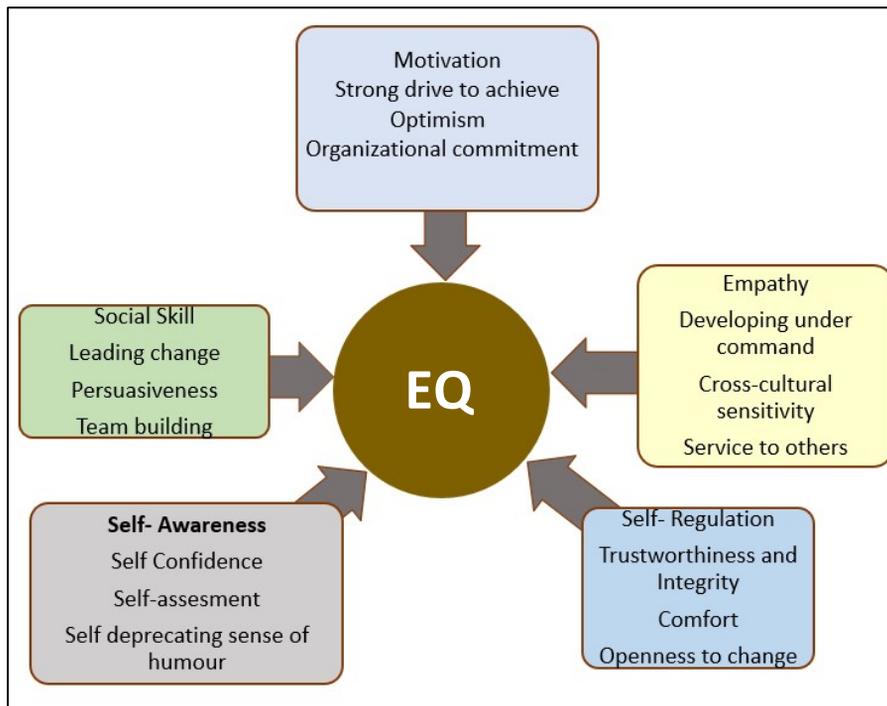
Source: Developed by Author Based on Goleman's Mixed Model of EQ

The Outlook of Contemporary Armies to EQ: The United States of America was the first to identify the importance of EQ and the first to incorporate EQ into its organizational culture. Numerous studies were carried out recommending various steps and measures. In October 2006, the Army's revised leadership doctrine became official with the publication of Field Manual (FM) 6-22. 'Resilience' is listed within the leadership attributes, essentially an emotional state.

A paper on 'Emotional Intelligence and Military Leadership' was published by the Canadian Forces Leadership Institute in March 2002. The paper reviewed various EQ models and measures to derive a conceptual link between EQ and effective leadership behaviours. Australian Defence Doctrine Publication (2007) recognizes EQ as an essential ingredient of leadership. The doctrine has defined leadership as the process of influencing others in order to gain their willing consent in the ethical pursuit of missions. The influence referred to in the leadership process is an emotional influence most closely related to referent power.

Correlation between EQ Competencies and Bangladesh Army Combat Leadership Attributes. A survey conducted by the author reflects the opinion of a good number of officers within the target group. The figure given below shows the response of the participants. Most of the officers opined that EQ is directly related to leadership traits.

**Figure-5**: Officers Response to Attributes Connecting with a Person's Character Qualities/Personality Traits
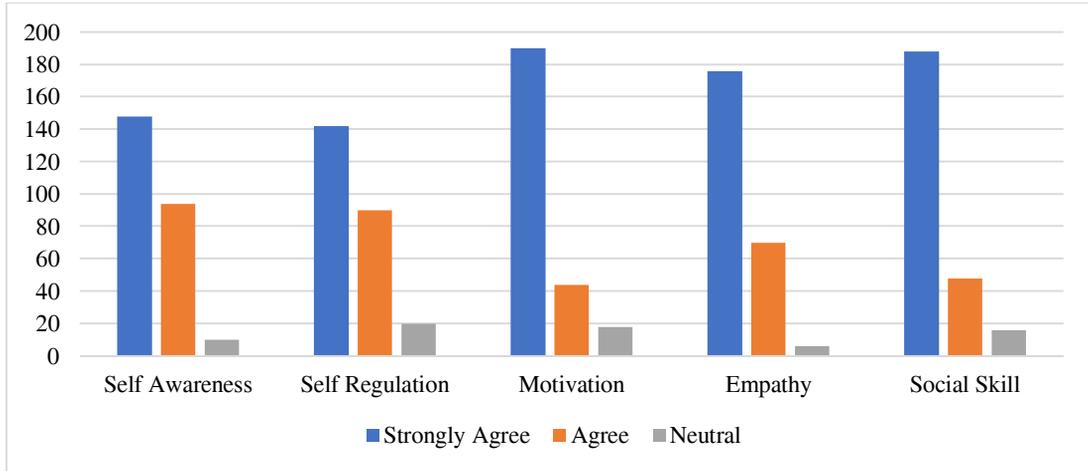
Source: Suggestive Measures for Enhancing EQ Competencies in Bangladesh Army

EQ Development Process

Study reveals that human brain continues to develop new behaviours even when human beings are much older. Thereby, the author assumes that it is possible to change specific reactions and behaviours caused due to lack of Emotional Intelligence. A schematic on how EQ can be developed in BA is provided in Figure-6.

Figure-6: Schematic of Roadmap to Incorporate EQ in Bangladesh Army
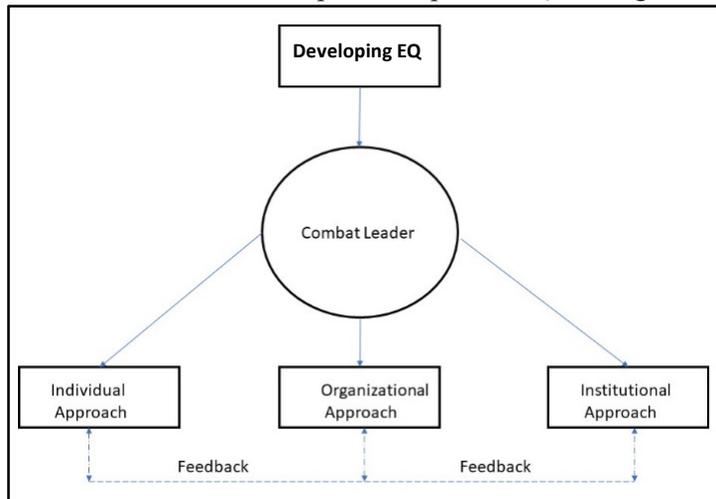

Source: Author's Own Construct

Individual Approach to Develop EQ

Changing Mindset. Hossain C. K. (2022) states that the first and foremost step to development is to change the individual's mindset. Exercising EQ takes practice, but by adopting the proper beliefs and mindsets, one can be most beneficial (Lightstone, 2019). Any learning process begins when an individual recognizes something in the self that may be altered or improved. (Chowdhury, 2019). Figure-7 portrays the diagrammatic flow chart of developing emotional intelligence at the individual level, advised by (Bradberry & Greaves, Emotional Intelligence 2.0, 2009) in an outline.

Figure-7: Diagrammatic Flowchart of Developing Emotional Intelligence at Individual Level
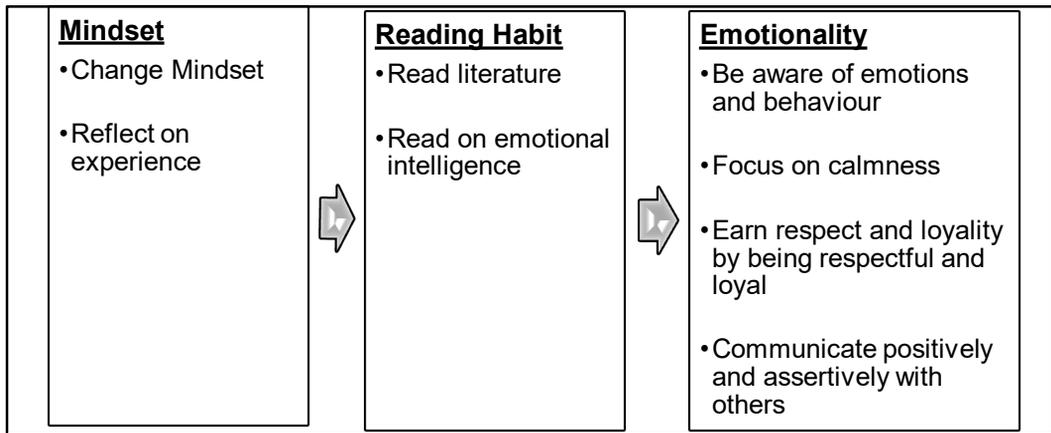(Bradberry & Greaves, 2009)
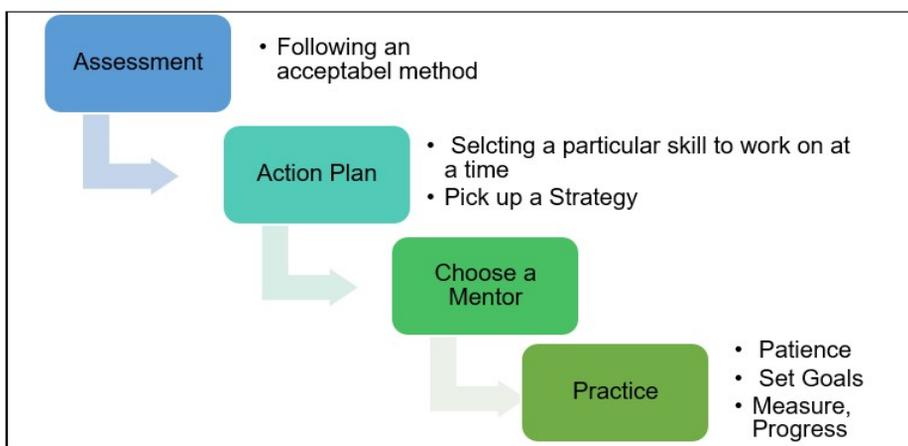
Source: Developed by the Author

Assessing the EQ. Certainly, assessing the EQ gives someone a point to start. A person may get valuable information from EQ tests. Psychologists can assess a person's EQ level. Through interviews, it has been confirmed that Psychologist from Combined Military Hospital can help to assess EQ state of an individual. Moreover, on the internet, many models and free exams are accessible for self-help. Although these tests are not exhaustive and complete, they may evaluate a person's fundamental emotional awareness.

Action Plan. An action plan has to be taken to improve EQ. The most effective activity for increasing self-awareness is mindfulness. A mentor can be chosen. Reading habit and practising mindfulness helps to build EQ. Mindfulness is a powerful tool for paying attention to one's emotions and harnessing their positive energy. The illustration in Figure 9 demonstrates how a person might increase his/her emotional intelligence.

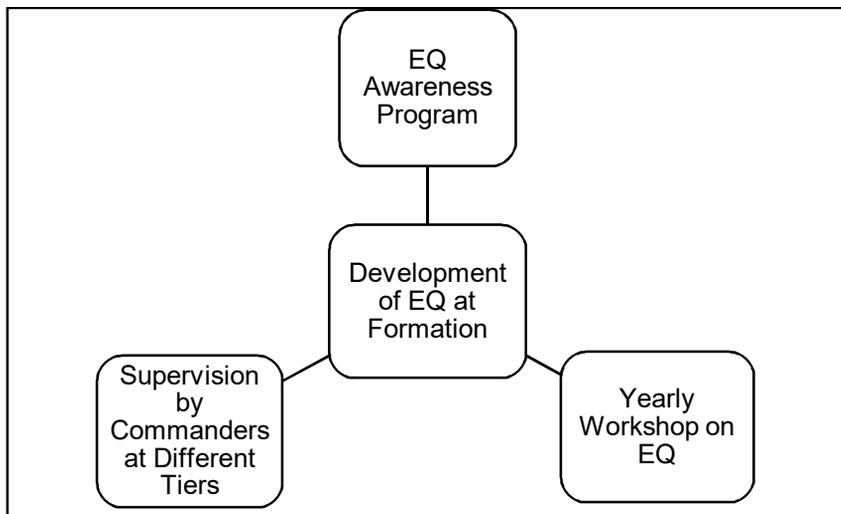**Figure-8:** Process of EQ Development at Individual Initiative

Mindset	**Reading Habit**	**Emotionality**
•Change Mindset	•Read literature	•Be aware of emotions and behaviour
•Reflect on experience	•Read on emotional intelligence	•Focus on calmness
		•Earn respect and loyality by being respectful and loyal
		•Communicate positively and assertively with others

Source: Author's Own Construct

Organizational Approach to Develop EQ

Formations form the backbone of Bangladesh Army to prepare it for the war. Hence, the formations have a very important role in enhancing the EQ of the combat leaders. A comprehensive package consisting of increasing EQ awareness, workshop, feedback and appraisal are the key area through which the formations can introduce EQ into the training package. ARTDOC may provide directives to include an EQ package into the yearly formation training cycle system.

Figure-9: EQ Development Measure at Formation Initiative

EQ Awareness Program

Development of EQ at Formation

Supervision by Commanders at Different Tiers

Yearly Workshop on EQ

Source: Researcher's Own Construct

Increasing EQ Awareness. Formations play a significant role in grooming an individual. As such formations can significantly influence increasing awareness of emotional intelligence. In each training year, various programs like study periods, case studies and specialists' lectures can be arranged for the officers (Hossain C. K., 2022). In this way, combat leaders of Bangladesh Army would be better equipped to take on the role of an emotionally intelligent leader.

Workshop on Developing EQ by Resource Personnel. Workshops offer a good learning platform for officers to learn through experiences and discussions (Hossain L. C., 2019). Workshops will prepare the officers emotionally and contribute to awareness.It will further strengthen the lessons learnt on individual initiative and the lectures by resource personnel. The proposal for the workshop is provided in Figure-10.

Figure-10: Proposed Workshop on EQ for the Formations

Topic	Objective	Output
What is EQ?	Understand the benefit of EQ	Able to control disruptive impulse
EQ success case studies	Understand the components of EQ	Able to motivate effectively
EQ Tools	Recognize the mood and their effect	Gain proficiency in building and maintaining relationship
	Managing external factor	

Source: Author's Own Construct based on Study

Feedback and Appraisal by Different Tiers of Commanders. Unit training is essential to fostering the development of practical and operational skills. Consequently, a unit providing training to subunit might also be a perfect setting for a combat leader to hone and improve his/her emotional intelligence. A culture of EQ would eventually be enabled by the groundwork laid in this manner, and a highly friendly command environment would result.

## *Institutional Approach to Develop EQ*

Developing EQ during Pre-commission Training. The training of EQ should commence with the understanding of the concept of EQ. Understanding the concept of EQ will help to generate a mental appreciation of every individual about understanding and controlling own emotions. Most people fail to control their emotions due to their failure to understand their own emotions. As combat leaders start working as leaders at an early age, understanding the concept of EQ during their pre-commission training is essential.

Post Commission - Practice and Improvement.   Combat leaders of Bangladesh Army begin to show their leadership abilities in the real world when they begin their tour of duty in the unit. As a result of their innate and acquired (during training) talents, as well as taught leadership approaches, they now begin learning via practical experience. The first few years of experience as a leader are likely to have the most significant influence on leadership effectiveness. Then it is continual at the formation level.

Educating Advanced Concept of EQ during Courses.   EQ modules should be added in various courses. For officers, Basic Course, Junior Command and Staff Course should have modules for EQ. These packages may contain information on the effects of EQ competencies on leadership, how to evaluate the EQ competencies of subordinates, and how to support subordinates in developing their EQ abilities. Thus, in a systematic way, combat leaders will manifest EQ as effective leaders in the 21st century battlefield.

Proposed Construct for Enhancing EQ: It is a process of indoctrination the culture of Emotional Intelligence and making it grow to spread awareness fast. A conceptual diagram is given in Figure-11 to incorporate EQ in Bangladesh Army.

Figure-11: Outline of Proposed Concept of Developing EQ
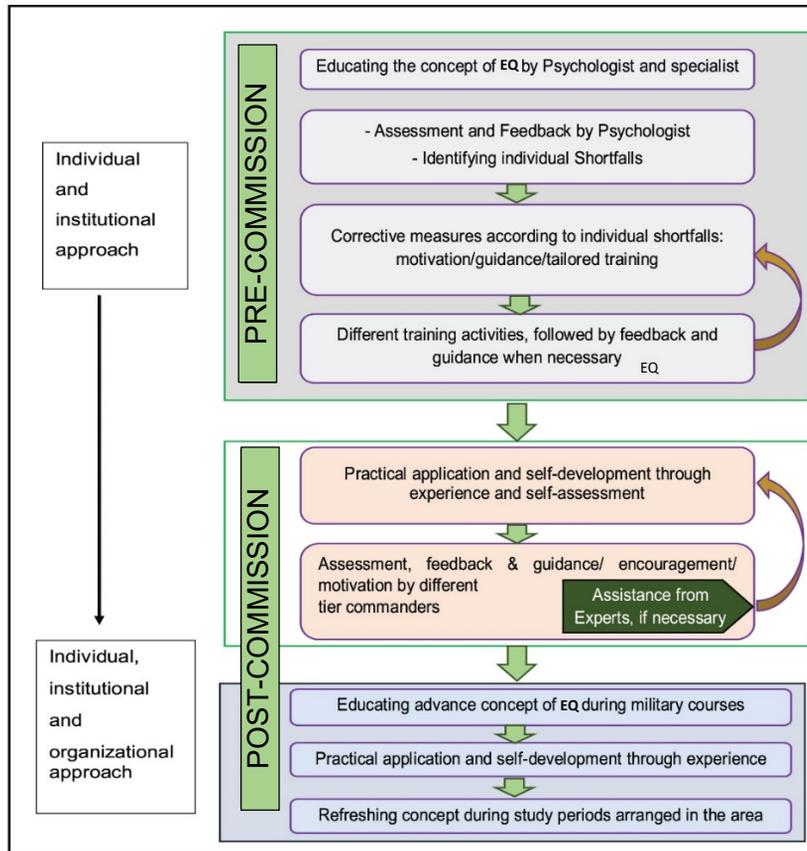
Source: Developed by the Author

Conclusion

The study looked at the possibility of introducing emotional intelligence into the combat leadership of the Bangladesh Army. The author's quest in the aforementioned environment is alarmed by the question of military commanders making purposeful decisions in the 21st century battlefield. Combat leadership in the military is growing more complex and challenging in modern-day battles. Therefore, the military leaders of Bangladesh Army must learn not only how to act differently but how to think differently in the anticipated environment. In recent studies, it has been established globally that EQ directly relates to leaders' decision-making capabilities. Hence, the paper's significance lies in its endeavour to recommend measures for inculcating EQ competencies into Bangladesh Army combat leadership.

The study finds the required skills for Bangladesh Army's effective combat leadership in the 21st century battlefield by analyzing the future characteristics of operations. This dynamic operational environment and technological advancements warrant future military leadership to adapt according to the contemporary and future environment to execute their leadership role effectively. Rapid decision-making, transformational leadership quality, versatility, and lifelong learning capability are required skills to be an effective leader in the 21st century battlefield.

The relationship between EQ and leadership attributes has been established in this paper. To understand the impacts of EQ on leadership attributes, it is necessary to understand the concepts of EQ. Over the years, several experts have developed a number of models of EQ, each having identical basic features. Daniel Goleman's mix model was chosen for the study. According to Goleman's model, the key components of EQ are: self-awareness, self-regulation, motivation, empathy and social skill. The combat leaders' perspectives on these components were analyzed through online survey. The survey shows the correlation between EQ competencies and Bangladesh Army combat leadership attributes. Based on the survey result, the researcher developed conceptual constructs to build a relation between EQ competencies and leadership attributes.

Various organizations have introduced numerous models for developing emotional intelligence. An institution like the military, however, must adapt its own training modes owing to the complexity of the military. To enable quick assimilation, the training might be separated into three stages. Firstly, by self-initiative. Thereafter, the formations can play a significant role in developing EQ within the training environment. Subsequently, the organizational approach to train officers at various schools and organizations would further bolster the teaching. Finally, the author provided a process for indoctrinating the culture of Emotional Intelligence in the Bangladesh Army to enhance effective combat leadership in the 21st century battlefield.

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34. Brigadier General Md Abdur Razzak, SUP, psc, Head of CSE Department, Military Institute of Science and Technology (Date of Interview: 19 July 2022)

35. Brigadier General A B M Faisal Baten, ndc, psc, Controller of Examination, Bangladesh University of Professionals (Date of Interview: 19 July 2022)

36. Colonel Mohammad Kabir Hossain, phd, psc, Chief Psychologist, Inter Services Selection Board (Date of Interview: 17 July 2022)

37. Lieutenant Colonel Abu Md Shahnoor Shawon, psc, Infantry, Staff Officer, United Nations Mission in South Sudan (Date of Interview: 21 July 2022)

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39. Lieutenant Colonel Shakib Salek, psc, Infantry, Commanding Officer, 66 East Bengal Regiment (Date of Interview: 28 July 2022)

Major Noor Nafiz Islam, OSP, psc was commissioned from Bangladesh Military Academy (BMA) on 24 December 2008 with 59 BMA Long Course in the Corps of Infantry. He has a diverse experience of serving in regimental, and staff appointments in his career. Besides the regimental appointments, he served as Special Agent and intelligence staff while serving in Special Security Force. He also served in the United Nations Peacekeeping Mission as a Military Observer in South Sudan. The officer achieved "Extra Ordinary Service Medal (OSP)" for showing exceptional courage in 'Rana Plaza' rescue operation. The officer is a graduate from Military Institute of Science and Technology in Computer Science and Engineering. He and his team developed the first Artificial Intelligence based Bangla Mental Health mobile application which was portrayed in "Code the Curve Competition", Ireland. His articles have been published in various international journals and magazines. At present, he is serving at Army Aviation Group.

A PARADIGM SHIFT IN MILITARY DIPLOMACY OF BANGLADESH: THE ROLE OF SUCCESSFUL LEADERSHIP

Maj Abu Rushd Muhammed Shaikh, AEC

Abstract

Bangladesh Armed Forces is the prime security provider of the country against the external threats. Apart from performing the traditional role of defending the country, Bangladesh Army often engages in military diplomacy with other states and international actors. Though it is very difficult to explain the military diplomacy of a country, still this paper highlights how Bangladesh Army has effectively used military diplomacy to present Bangladesh Armed Forces as the role model in promoting international peace and security. Under the dynamic leadership of the Honourable Prime Minister Sheikh Hasina and with the initiatives of the Chief of Army Staff General S M Shafiuddin Ahmed, Bangladesh Army has opened up new scopes of bilateral cooperation in various fields through the official visits. The visits of leadership in various countries and continuous engagement of military diplomacy not only enhanced defence ties but also demonstrated a strong commitment to maintain peaceful relations and security cooperation with the host countries. Both military and military diplomacy have occupied important strategic significance in the foreign relations of Bangladesh.

Keywords: Threat, security, military diplomacy, leadership, bilateral cooperation.

Introduction

Military, broadly the Armed Forces, has been a key component of a state's skeleton. It is the prime security provider of a state against the imminent internal and external threats. Apart from performing the traditional role of defending the country, military often contributes to the improvement of bilateral and multilateral relations of the country through effectively engaging and promoting military diplomacy with various states and international actors. Article 25 of the Constitution of Bangladesh offers the core guidelines and directions of national foreign policy of the country. It emphasizes on the promotion of international peace, security and solidarity. Moreover, Bangladesh sincerely strives to abide by the international laws and principles outlined in the United Nations Charter and shows intense commitment to resolve any disputes through peaceful means.

In light of the National Defence Policy 1974 and Forces Goal-2030, the government of Bangladesh dedicatedly prioritizes to extend military cooperation and partnership with different countries across the globe based on national interests. Although there are many academic studies available on the military diplomacy of Bangladesh under the leadership of various political and military leaders, the study on 'how the present military leadership enhanced Bangladesh's military cooperation' remains relatively unexplored. Besides, how the modernization and restructuring of Bangladesh Army under the 'Forces Goal 2030' has been contribution to become a vital regional partner and role model in maintaining global peace and security, has not been comprehensively explored.

The traditional wisdom acknowledges that military diplomacy is very difficult to expand. This paper reflects that Bangladesh has effectively used military diplomacy not only to improve its bilateral relations but also to present Bangladesh Army as a role model in promoting global peace and security. Under the charismatic leadership of the Chief of Army Staff General S M Shafiuddin Ahmed, SBP (BAR), OSP, ndu, psc, PhD, Bangladesh Army has opened up new scopes of bilateral cooperation in the fields of security, peacekeeping, operational capacity building, technical and technological cooperation, socio-economic and people-to-people cooperation through the official visits in many countries. Analyzing the historical role, constitutional obligations, command and leadership philosophy of the Chief of Army Staff and contemporary engagement of Bangladesh Armed Forces, this paper concludes that Bangladesh Army has been very effective in enhancing the diplomatic and defence cooperation of Bangladesh with the external world. Military diplomacy has also become successful in presenting Bangladesh Army as role a model by maintaining peace and security through contributing in the UN peacekeeping, participating in various regional security initiatives and enriching the capacity through procuring advanced logistics, weapons and equipment.

Conceptualization of Military Diplomacy

The term 'military diplomacy' is mainly used in the historical context, i. e., with respect to diplomatic negotiations within the Congress of Vienna or the Versailles Peace Conference. Pajtinka (2016) defines military diplomacy "as a set of activities carried out mainly by the representatives of the defence department, as well as other state institutions, aimed at pursuing the foreign policy interests of the state in the field of security and defence policy, and whose actions are based on the use of negotiations and other diplomatic instruments".[1] The purposes of military diplomacy are different types in nature. Some experts argue that military diplomacy fosters cooperation between the armed forces of two states. This cooperation can range from mutual training, occasional drills and exercises, gifting military equipment, sharing information and intelligence, supporting in the times of natural hazards, making agreements in purchasing and selling military technology and hardware, and representing the country in various ceremonies in other states. The activities in the military diplomacy are mainly diplomatic and incorporate non-violent measures. In another sense, military diplomacy is the activity of military and civilian forces of the Ministry of Defence of a state, carried out for enforcing its foreign policy objectives, and it must be non-combat (non-violent) in nature. In this sense, military diplomacy is defined, by an American analyst M. Edmonds as "the use of armed forces in other than combat operations for the purpose of promoting the objectives of the state abroad".[2] Thus the objectives of military diplomacy are mainly training exchanges for mutual benefits, information sharing for avoiding mistrust and achieving common goals, multi-tiered dialogues for common and mutual interest, enhancing cooperation through transfer of military technology, coordinated disaster management initiatives and ensuring certain degree of transparency. The characteristics of military diplomacy are shown in Figure-1.

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[1] Pajtinka, E. (2016). Military diplomacy and its present functions. *Security Dimensions. International and National Studies*, (20), 179-194.

[2] Ibid.

Figure-1: Characteristics of Military Diplomacy
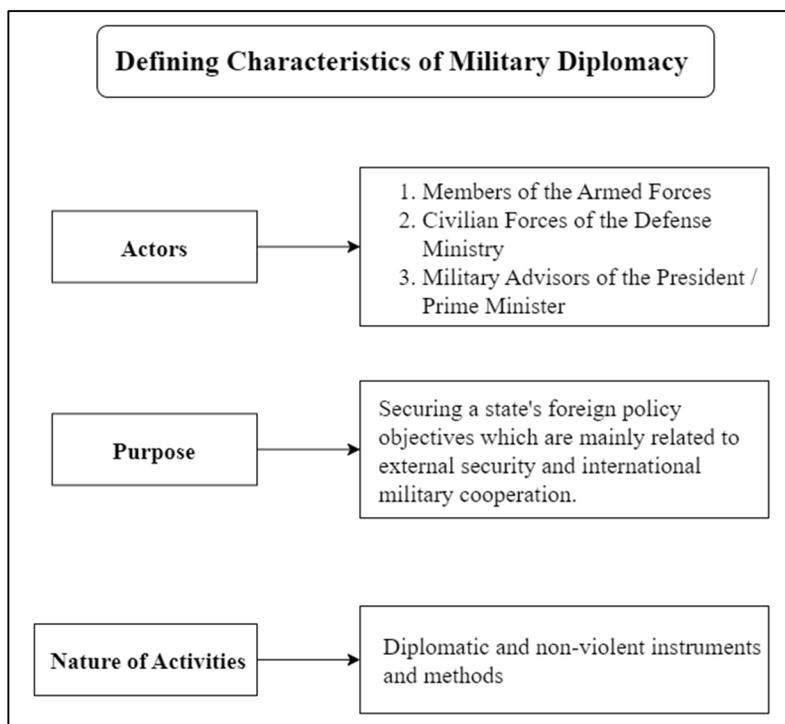
Source: Author's Own Construct based on Study of Literature

Conceptualization of Leadership

Yuki and Van Fleet (1992) defined leadership as the ability to influence the subordinates in an organizational context. University of Cambridge Institute for Sustainability Leadership (2017) defined that leadership is an influence relationship between the leader and collaborator who strives to bring any substantial change and make impact on the organization. Although these definitions have some merit, they lack comprehensiveness in defining the term leadership in the context of military. A more concise and complete definition of leadership has been developed by General S M Shafiuddin Ahmed. According to him, "leadership is the ability to influence a group of people towards achieving a goal or a set of goals".[3] Although power and leadership have some impact on influence, they do not convey the same idea. He argues that leadership is centered on the downward influence. In contrast, power is something omnidirectional. He identified some important factors for achieving effective leadership. Firstly, developing strong relation with the subordinates is a prime quality of an effective leader. Secondly, developing an unambiguous working structure and enhancing the commander's positional power are fundamental for becoming an effective leader. Thirdly, developing team spirits and complying with enduring values facilitate to increase efficacy in leadership. Fourthly, maintaining effective communication and reducing negative impacts of rumors along with adhering to the ethical decision making substantially help to achieve

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[3] Ahmed, Lieutenant General (presently General) S M Shafiuddin. (2020). *My Command and Leadership Perspective: A Way for Developing Effective Command Climate*. Bangladesh Army Journal, 68th Issue, pp 1–28.

effectiveness in leadership. According to General S M Shafiuddin Ahmed, leadership is thoroughly a multidimensional subject and a fusion of diverse factors.[4] He argues that leadership philosophy is quite different from the command philosophy. To him, while the former is dictated by personal beliefs, values, and wisdom, the latter is purely developed by organizational culture (Ahmed, 2020). In this context, leadership's characters have great influence on the development and growth of military diplomacy.

Various scholars attempted to categorize the characteristics of different leadership. Wilkinson (2006) identified 4 types of leadership – technical, cooperative, collaborative and generative. To him, the best leadership lies in the character of generative leadership. As per the generative leadership, Bangladesh's military diplomacy is becoming more active than ever before to quickly adjust with the regional developments and rapidly strengthening defence cooperation with diverse range of actors. Some other scholars identified 6 more characteristics of leadership which are (Shown in Figure-2) initiator, regulator, energizer, validator-modifier, monitor, and ceremonial-legitimator.

Figure-2: Characteristics of Leadership
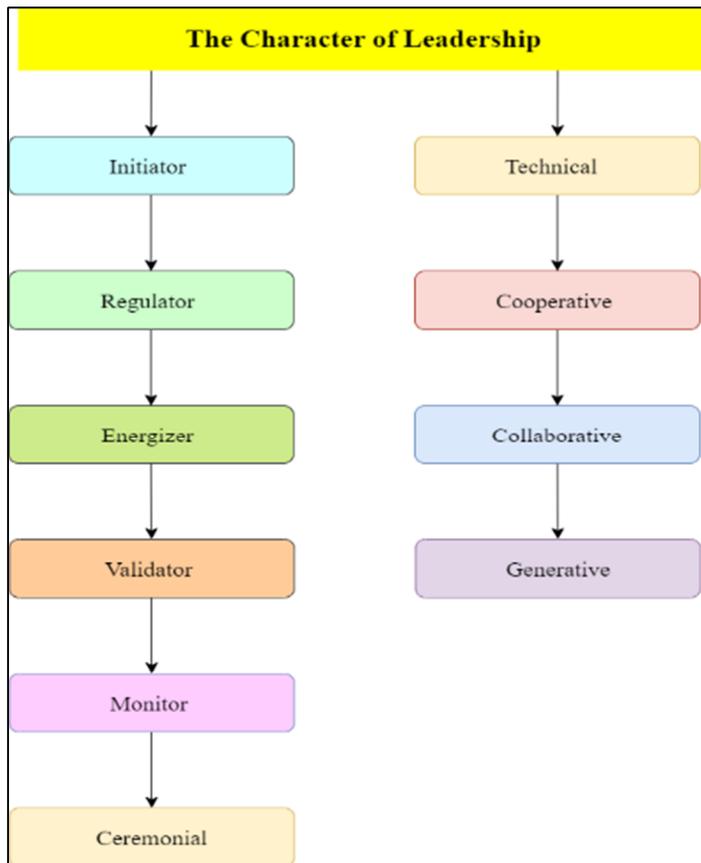
Source: Author's Own Construct

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4 Ibid.

Historical Background of Military Diplomacy

Constitutional Obligation and Bangladesh's Foreign Policy (Article 25)

Bangladesh's foreign policy can be summarized through the vision of the Father of the Nation Bangabandhu Shiekh Mujibur Rahman's historic maxim "Friendship to all, malice to none". This masterpiece philosophy provided a robust foundation of country's foreign policy towards non-alignment to any bloc and seeks maximum cooperation with all nations regardless of their identities. The military leadership of the country thus traditionally follows the strong commitment of respecting the national sovereignty, territorial integrity, and non-interference stance to the domestic affairs of other countries. Besides, military leadership of Bangladesh sincerely strives to abide by the policy of 'non-threatening', 'non-provoking' and 'non- interfering' with zero extra territorial ambition.

Post Liberation War Military Diplomacy: Sending of Relief Team to Syria

After the independence, Bangladesh faced enormous challenges that ranged from stabilizing domestic economy and building cordial diplomatic relations with other countries through recognition. Keeping this into consideration, Bangabandhu Sheikh Mujibur Rahman took a bold decision to provide humanitarian assistance to the war-affected Syrians. A 28-member contingent was formed and sent to Syria and Egypt. The humanitarian assistance team left Dhaka for Syria on 19 October 1973 and stayed there till 22 November 1973.[5] In Syria, the Bangladesh contingent established a field hospital where operation facilities were included. More than a thousand of military officials and civilians were given treatment in the hospital which was widely praised in the Arab World. This pragmatic diplomatic initiative had far-reaching impact in the military diplomatic history of Bangladesh. Firstly, it showed Bangabandhu Sheikh Mujibur Rahman's dynamic, time-befitting, courageous, foresighted and competent leadership that helped Bangladesh gain diplomatic recognition from 15 Arab States immediately after the conclusion of the war.[6] Secondly, it proved the competency of Bangladesh Army to work in the overseas mission with considerable success. Thirdly, it underpinned the dynamic leadership and contribution of Bangladesh military to win the confidence of Arab countries and improved subsequent relations with Bangladesh.[7] At the end, Bangladesh was gifted with forty-four T-55 tanks by President Anwar Sadat of Egypt as recognition of its support and humanitarian assistance.[8]

National Defence Policy 1974 and the Father of the Nation's Speech in United Nations General Assembly (UNGA)

With a short period of time, Bangladesh got its first 'National Defence Policy' in 1974 under the guidance of Bangabandhu Sheikh Mujibur Rahman. The core purposes of the defence policy were to 'restructure, modernize, expand, and develop the insubstantial capabilities' of the

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[5] Zahir, Q. S. A. (2020). Bangabandhu Sheikh Mujibur Rahman's Initiative on Humanitarian Service in International Arena Leading to Future Journey of Bangladesh in This Field. In Bangabandhu The People's Hero (pp. 83–88). Ministry of Foreign Affaris, Bangladesh.

[6] Ibid.

[7] Ibid.

[8] Ilahi, I. C., (2020). Bangabandhu and the Early Years of Bangladesh Armed Forces: An Eyewitness Account. National Defence College Journal, Special Edition.

Armed Forces of Bangladesh. In his maiden speech in UNGA in 1974, Bangabandhu Sheikh Mujibur Rahman said that "Bangladesh is fully committed to the principle of 'peaceful coexistence' and friendship towards all". This also means that Bangladesh's defence policy and defence diplomacy would be consistent with the maximum promotion of peace and cooperation with friendly countries.[9]

Forces Goal-2030[10]

Realizing the necessity of enhancing the overall performances and capacities amidst the present world and regional dynamics, the Honourable Prime Minister Sheikh Hasina initiated 'Forces Goal-2030' in 2009. This vision was officially launched in 2017. This long-term plan bears some strategic importance. Firstly, it will contribute to make Bangladesh Armed Forces more versatile and capable through modernization. Secondly, it will transform armed forces into a three-dimensional force. Thirdly, it fosters the expansion of the Armed Forces along with the technological transformation of defence industry. Fourthly, it also facilitates the acquisition of cutting-edge military weapons and equipment for performing better in times of need. Finally, it promotes bilateral and multilateral defence cooperations with various actors for not only promoting bilateral ties but also ensuring global peace and security.

Honourable Prime Minister's (HPM's) Concept of 'Culture of Peace'

HPM Sheikh Hasina also reiterated the country's strong commitment to the proper functionalization of 'Culture of Peace' in the 73rd UNGA in September 2019. There are three noteworthy aspects of Honourable Prime Minister Sheikh Hasina's conceptualization of 'Culture of Peace'. Firstly, her conceptualization makes it clear that peace is not just the absence of conflict. Rather, a broader sense of peace includes the promotion of tolerance, respecting human rights, achieving a meaningful socio-economic development, discouraging arms race, and facilitating democratic values and equalities in the society. Secondly, transition from violence to peace cannot ensure a 'Culture of Peace' alone. A true 'Culture of Peace' can be achieved through the changes in the human behavior and institutional practices in the long run. Thirdly, this concept of 'Culture of Peace' has gone beyond the time and space and subsequently emerged as a vital agenda for humanity. She conceptualized that counter measures against "extremism, terrorism, narcotic trafficking, and corruption" can bring peace in the society (Daily Star, 2019). She reiterated Bangladesh's strong determination to respecting the principles of the UN and ensured to continue providing support in the UN-peacekeeping mission to promote and restore peace in the world.

Military Diplomacy through Leadership

HPM's Visit to Japan

The rock-solid tie between Bangladesh and Japan was fortified in April 2023 during the official visit of HPM Sheikh Hasina to Japan. This visit was highly significant in terms of bolstering economic ties, opening up strategic partnership between the Armed Forces of the both countries, and deepening determination for a secured and prosperous Indo-Pacific region. Two key initiatives

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[9] https://www.theindependentbd.com/post/253673.
[10]https://bipss.org.bd/pdf/Forces%20Goal%202030%20Geopolitical%20Significance%20for%20Bangladesh%20and%20the%20region.pdf.

were taken by the Honourable Prime Ministers of both the countries. Firstly, they agreed on opening a 'Defence Wing' and a 'National Security Wing' in Tokyo and Dhaka respectively. Secondly, they vowed to keep up mutual military exercises, drills, and training programmes between the Armed Forces of both the countries.[11]

Chief of Army Staff's Visit to Various Countries and Outcomes

Turkiye Visit. On the occasion of the International Defence Fair, the Chief of Army Staff (CAS) visited Turkiye. Through this visit, bilateral relation between Bangladesh and Turkiye witnessed remarkable progress. Bangladesh's delegation visited several military facilities of Turkiye and gained knowledge of improving operational capacities, professionalism, and strategic and tactical aspects of security threat in the era of advanced technologies. During the visit, Turkish Deputy Minister for National Defence recognized Bangladesh as an important and tested partner of Turkiye. He therefore vowed to expand cooperation in the fields of military equipment, training, and technology exchange.[12]

India Visit. Since taking the office in June 2021, General Shafiuddin Ahmed visited India thrice as his official visit. The visits were comprehensive as he met with a greater number of high-level military and civil officials and signed an 'Implementing Arrangement' regarding peacekeeping cooperation and training partnership with India (Ministry of Defense, India, 2023). During the visits, issues related to military cooperation, training facilities, cross-institutional cooperation and issues related to mutual benefits were highly prioritized. The Chief of Army Staff finally joined the Indo-Pacific Army Chief's Conclave (IPAC) in September 2023 in Delhi invited by his Indian counterpart. The aims of the conference were to create an atmosphere of mutual trust, develop professional relations and strengthen the regional security system by improving relations between the ground forces of friendly countries.[13]

Visit to the USA. In September 2021, the Chief of Army Staff participated in the "Indo-Pacific Army Chiefs' Conference" and engaged in bilateral meetings with the Army Chiefs of 7 countries including the USA, Indonesia, South Korea, Thailand, Singapore, Maldives, and Papua New Guinea. This visit created new horizons of enhancing military cooperation in various capacities including cyber security with the militaries of Indo-Pacific region. In May 2023, he again visited the USA by the invitation of US Army to attend 'The Land Forces Pacific (LANPAC) Conference' held in Hawaii.[14] This visit helped Bangladesh to strengthen mutual trust and regional security arrangements through fostering cooperation among the land forces of the Indo-Pacific nations.[15]

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[11] https://thediplomat.com/2023/05/bangladeshi-pm-swings-through-japan-us-and-uk/
[12] https://www.dhakatribune.com/bangladesh/255698/army-chief-off-to-turkey-on-8-day-visit
[13] https://www.thedailystar.net/news/bangladesh/news/army-chief-flies-india-3-day-tour-2168636
[14] https://www.tbsnews.net/bangladesh/army-chief-returns-usa-305227
[15] https://www.dhakatribune.com/bangladesh/2023/05/14/army-chief-leaves-for-us-to-attend-lanpac-conference

Photo-1: Chief of Army Staff, Bangladesh Army with Commanding General of US Army Pacific Command at LANPAC Conference in the USA

Source: Author's Own Collection

Visit to the UN Headquarters. In April 2022, Bangladesh Army Chief visited the UN Headquarters. During the visit, he met the Military Advisor and Police Advisor in-charges of the UN Headquarters and other high-officials of the Department of Safety and Security (UNDSS), the Department of Operational Support (UNDOS), and the Department of Political and Peace Building Affairs (UNDPPA). During the visit, UN officials pledged for increasing of Bangladeshi peacekeepers in the UN mission and to increase the number of advanced equipment.[16]

South Korea Visit. In October 2021, Bangladesh Army Chief visited South Korea to attend the "National Aerospace and Defence Exhibition 2021".[17] Apart from deepening existing bilateral relations, both countries expressed to strengthen the military cooperation in future.

Visit to the UAE. In November 2021, Bangladesh Army Chief visited the United Arab Emirates as an official visit. During the visit, he met with the Chief of Army of the UAE and later participated in the coveted 'International Dubai Air Show – 2021'. The visit opened up new scopes of cooperation in terms of training and joint-military exercises between both the states.

Qatar Visit. The CAS visited Doha in March and November of 2022. During his visits, Bangladesh achieved two significant things. Firstly, it eventually led to the direct recruitment of 1,129 members of Bangladesh Armed Forces on deputation and in a similar framework that Bangladesh is currently maintaining in the rebuilding of Kuwait. Secondly, the signing of an MoU on military cooperation between both the countries took place to foster the recruitment when Bangladesh Army Chief visited Qatar in November for the second time.[18]

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[16] https://www.tbsnews.net/bangladesh/un-give-special-consideration-recruit-more-peacekeepers-bangladesh-656566
[17] https://bangladeshpost.net/posts/army-chief-off-to-south-korea-71051
[18] https://www.tbsnews.net/bangladesh/army-chief-qatar-5-day-state-visit-537714

Photo-2: Visit of the Chief of Army Staff, Bangladesh Army to Qatar

Source: Author's Own Collection

Visit to South Sudan. In February 2022, Bangladesh Army Chief embarked on an official visit to South Sudan. This visit had two tangible pay-offs. Firstly, his visit enhanced the mental strength of Bangladeshi peacekeepers deployed there. Secondly, it paved the way for boosting bilateral relations with South Sudan.

Spain Visit. In July 2022, Bangladesh Army Chief paid an official visit to Spain. This visit has some significant successes. Firstly, this trip intensified military cooperation between both the countries as Bangladesh purchased one 'CASA C295W Aircraft' for its Army. Secondly, new scope of purchasing advanced military hardware was opened for Bangladesh.[19]

Visit to the Kingdom of Saudi Arabia. After joining the opening ceremony of the 'Saudi National Games' in Riyadh, General Shafiuddin met top military and civilian officials of the country. He underscored on escalating military training and strengthening defence cooperation between Bangladesh and Saudi Arabia.

Switzerland Visit. The visit of Army Chief boosted 'defence equipment procurement cooperation' between Bangladesh Army and Switzerland's Rheinmetall Air Defence Company. Bangladesh Army has already brought various military equipment from this company including 'Oerlikon Air Defense System'. This trip had further improved the military cooperation and bilateral relations between both the countries.

Visit to Sudan. In March 2023, Bangladesh Army Chief went to Sudan to visit the mission areas of Bangladeshi peacekeepers. The visit improved Bangladesh's relations with Sudan especially with the UN regarding peacekeeping.[20]

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[19] https://www.dailytribunal24.com/national/24407
[20] https://www.dhakatribune.com/bangladesh/306857/bangladesh-army-chief-visits-un-peacekeeping

Visiting Gambia. Bangladesh Army Chief made a historic visit to Gambia followed by the invitation of the Gambian government. Bangladesh, with a joint venture with the UN, put forward a dialogue for the co-deployment with Gambia in the UN peacekeeping mission.[21]

Kuwait Visit. In July 2023, the CAS went for an official visit to Kuwait following the invitation of Kuwait's Army Chief. The visit revitalized and strengthened the existing military cooperation between Bangladesh and Kuwait. Kuwait expressed its interest in recruiting more number of military personnel from Bangladesh.

Visit to Australia. In August 2023, Chief of Army Staff participated in 'Chief of Army Symposium-2023' in Australia. According to the official websites of Australian Army, the Chief of Army Symposium showcases Army's enduring commitment to innovation and fostering partnerships with their allies, partner forces and defence industry (Bangladesh Post, 2023). To reciprocate, a delegation of Australian Defence Forces also visited Bangladesh in 2023 which enhanced military and bilateral cooperation between both the countries.

Implemented Areas

Cooperation in Counter Terrorism: Military diplomacy has been instrumental for strengthening Bangladesh's efforts to mitigate non-traditional security threats, such as terrorism and insurgency, in a significant manner. Bangladesh and India inked in a joint-military cooperation to boost up bilateral defense cooperation to curb terrorism from both countries. Similarly, the US has been regularly organizing "US-Bangladesh Security Dialogue" for cementing the military cooperation in preventing terrorism and illegal activities and ensuring maritime security in the Bay of Bengal.[22]

Table-1: Bangladesh Armed Forces' Counter Terrorism Cooperation with Various Countries

Country / Organization	Programmes and Activities
India	Sampriti: Joint-exercise operation
US	US-Bangladesh Partnership Dialogue US-Bangladesh Security Dialogue Assistance of military equipment and vessels Joint-military and coast guard training and exercise.
Turkey	Signed a security MoU in 2022. Pursing a "Joint Production and Technology Transfer" Initiative
UK	Bangladesh Army's Para-commando, Bangladesh Navy's Special Warfare Diving and Salvage (SWADS), Special Forces of the United Kingdom (UK) and the United States of America (USA) have conducted a 24-day joint counter terrorism training exercise at BNS Nirvik of Chattogram in March 2020.
Counter Terrorism Coalition of Muslim States	Riyadh-based counter terrorism coalition of 34-states including Saudi Arabia, the UAE, Qatar, Turkey and Egypt.

Source: Author's Own Construct

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[21] https://bnn.network/politics/bangladesh-army-chief-embarks-on-historic-visit-to-gambia-aims-to-foster-co-deployment-in-un-peacekeeping-missions/
[22] https://www.state.gov/u-s-security-cooperation-with-bangladesh/

Cooperation in the UN Peacekeeping Missions: Bangladesh is vital partner of the UN in the peacekeeping missions. Bangladesh has been the largest Troops and Police Contributing Countries (TPCCs) of the UN peacekeeping mission. The relation has been further strengthened through several visits of the Honourable Prime Minister Sheikh Hasina and Chief of Army Staff General S M Shafiuddin Ahmed. One important outcome of the concluded visits is the increase of Bangladesh Armed Forces' participation in several high-ranked positions in the UN. As a direct consequence of those visits, several competent members of Bangladesh Civil Service and Bangladesh Armed Forces have been recruited in the top-ranked posts of the UN.

Opening of a New Horizon

The Chief of Army Staff's visit to the foreign countries has led to the emergence of several new areas where Bangladesh finds a vast landscape of developing cooperation and gaining benefits.

Transfer of Military Technology. During the visits of the Bangladesh Army Chief, various countries including Turkiye, India, the USA and Spain expressed to explore the possible areas of sharing defence technology to enhance defence capabilities of Bangladesh.

Cooperation in Manufacturing Cutting-edge Equipment. The concluded trips of the Army Chief have brought about new scopes of expanding bilateral military cooperation to produce cutting-edge defence equipment in Bangladesh. The visits might substantially help Bangladesh to minimize the gap of local high-quality military equipment's production.

Improvement of Training. Although Bangladesh has various improved training facilities and programmes, the concluded visits of the Chief of Army have unveiled new horizons of getting sophisticated training on leadership development, special operations, pre-deployment and post-deployment from several states.

Cooperation in Cyber Threat Prevention. During the aforementioned visits, Bangladesh Army Chief promoted bilateral cooperation in preventing cyber security threats globally. Various nations including the US expressed to improve cooperation in the areas of cyber security training and capacity building, information and intelligence sharing, incident response and coordination, cyber-security policy development, critical infrastructure development, cyber-security exercises, drills and awareness programmes, monitoring and threat detections.

Figure-3: Potential Areas of Cooperation
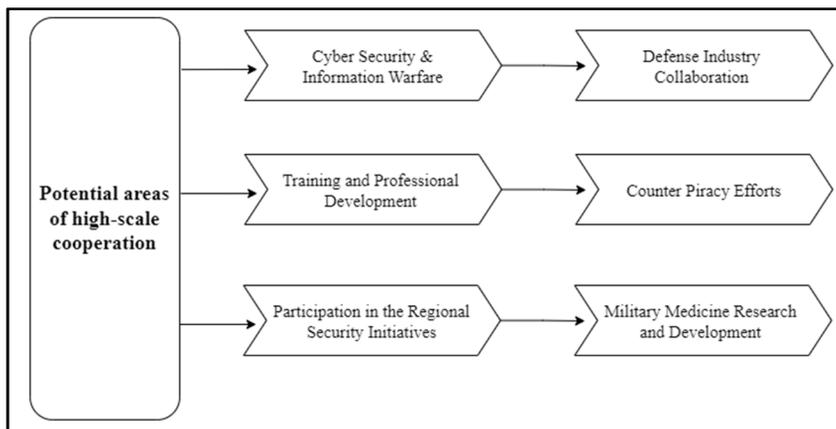
Source: Author's Own Construct

Conclusion

Although it is widely perceived that, nowadays conventional war has limited scope to emerge, non-traditional security threats remain as key factors for undermining national and global peace and security. Besides, the strategic and operational environments are unprecedentedly changing by the developments of novel technologies. In this regard, the existing capability of Bangladesh Army is more adoptive than ever before. The threat perception reinforces a dedicated commitment of the military leadership to amplify transnational military cooperation.

Both military and military diplomacy have occupied important strategic significance in the foreign relations of Bangladesh. Bangladesh Armed Forces played a key role in the Liberation War in 1971 and subsequently participated in the post-independence reconstruction and rehabilitation process of Bangladesh. Although Bangladesh had pretty few military partner after the independence, it is now significantly collaborating with a huge number of foreign nations and international organizations. This paper presented that Bangladesh's growing engagement with other states through the visits of top-military officials has significantly expanded the scopes of bilateral cooperation in the areas of security and economic development of the country. New horizons of partnerships have emerged while the existing relations have refined and strengthened. It is also notable that various commitments in the fields of training, equipment purchase, and technology share were made during the concluded visit of the Chief of Army Staff which would certainly enhance the capacities and performance of Bangladesh Army. Therefore, it is evident that a significant paradigm shift in the roles and status of Bangladesh Army is taking place through the military diplomacy which is eventually placing Bangladesh as a role model in maintaining regional and global peace and security.

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TRAINING-NEED FOR BANGLADESH ARMY WHILE FIGHTING BEING OUTNUMBERED

Lieutenant Colonel Md Shafiqul Islam, PBGMS, afwc, psc, MPhil

"The Strong do what they can, and the weak suffer what they must"

-Thucydides

Abstract

Training need is a need that greatly depends on the capability of the force, its sophisticated weapons, equipment, and the strategy of fighting against adversaries. Modern technological advancement and new forms of warfare strategies make less difference between numerical superior and inferior militaries. Therefore, being outnumbered, the increasing possibility of winning a war against a superior military is a rising concern in the military world. It is more applicable for BD as she is neither an invader nor can go for an arms race with her numerically superior adversaries. The purpose of the study is to examine the training need of BD Army to win a war being outnumbered against her superior adversaries. From the study, it was found that the success probability of BD Army while fighting being outnumbered can be increased by the adoption of a different strategy and training needs based on some key enablers like leadership, training providing academies/schools, formations, doctrine, motivation, values, ethos, morale, mindset, etc. A preferred strategy is thought to be a defensive strategy with an offensive posture along with Hybrid Warfare which needs to be conceptualized and practiced after inclusion in the doctrine. Whatever may be the strategy, there must be a sound training need which will materialize that strategy to be applied on the ground by the troops. The study will focus on the various training needs while fighting being outnumbered.

Keywords: Fighting being outnumbered, training-need, hybrid warfare, enablers.

Introduction

Bangladesh (BD) is the eighth most populous country in the world (Worldometer, 2022). A homogeneous and resilient population is the main strength of the country which was demonstrated during the War of Liberation in 1971. Over the years, BD Army (BA) has formulated its war-fighting doctrine considering the realities of War of Liberation and knowledge gained through different kinds of training, exercises and studies (Haque, 2020). Accordingly, BD Army is being trained to fight a conventional war.

Many of the past instances reflect that the weaker forces adopted different measures to confront stronger opponents mostly to protract the war or conflict and deter the stronger from attaining victory (Wintle, 1991). The weaker forces essentially adopted such measures finding no other alternatives; Vietnamese Forces, Afghan Forces, etc. are a few examples. On the contrary, if BD Army deliberately adopts some of those relevant, tested and viable options, this is likely to enable her to achieve enduring warfighting capability against any stronger adversary. It will also enhance the operational readiness if Bangladesh Army goes through an effective training module to prepare them for the superior threat. This training will encompass all kinds of tangible (training

on weapons, equipment, gun, missile, tank, vehicles, radio sets, etc.), and intangible training (moral, willpower, leadership, values, ethos, etc.) to outsmart the enemy being outnumbered. It is the training that can shape any force in order to develop its operational readiness.

Against this backdrop, this paper presents the key concept of Fighting being outnumbered including the historical perspective and implication of training for BD Army. Then the present training system and training-need have been discussed elaborately. Afterthat, the paper presents various challenges in imparting training and finally suggests ways forward to overcome those challenges.

This is an exploratory research which is carried out based on primary and secondary sources. Primary data is collected through perception Surveys, Key Informant Interviews (KII), and Focused Group Discussions (FGD). Secondary data has been collected through study of various literature, national and international journals and publications. This research encompasses the analysis of both qualitative and quantitative data. For qualitative data, a 'framework analysis' is followed. For quantitative data, a 'descriptive' approach to the statistical calculation is followed.

Key Concept of Fighting being Outnumbered (FBO)

Understanding of FBO

Historical Perspective.   The indicator of the weak conquering the powerful force is as old as the war itself, despite its uniqueness. Sparta's victory over Athens, Muslims' win over Byzantines with fewer forces, Frederick the Great's conquest over more powerful opponents, and American rebels' overthrow of British control are just a few examples. Following the World War II, the Vietnam and Afghan wars, among a few others, have eloquently demonstrated that great powers' overwhelming military advantage does not guarantee victory in battles against tiny nations.

From the Perspective of Islamic Battles. The Battle of Badr (March 13, 624 AD) is a magnificent example of success in the face of numerical disadvantage. In that battle Prophet Muhammad (SM) demonstrated how leadership, steadfastness, and strategy can overcome the power of a greater foe (313 Muslims vs 1000 Quraysh). The Battle of Khandaq (March 31, 627 AD) demonstrated that the Prophet's unshaken determination, leadership, strategy, and unconventional approach were key factors to win the battle despite low numbers in strength (there were 3000 Muslims fighting against a coalition of 10000 Pagan Arabs). The Battle of Yarmukh (August 15–20, 636 AD) demonstrated that numbers are not everything. Despite having five times the number of Muslim forces, the Byzantine forces were destroyed convincingly due to superior leadership, resolve, conviction, courage, strategy, tactics, discipline, training, manoeuvre, and terrain analysis. Muslim forces, on the other hand, had to pay a high price despite having a large number of troops in the Battle of Hunain (Britannica, 2020).

Findings of Two Centuries on Fighting Being Outnumbered.   A hypothesis is established with almost 200 years of data concerning weak and strong actors' use of direct and indirect strategies. According to the hypothesis of Toft, when a strong actor attacks with a direct strategy and a weak actor defends using an indirect strategy, with all other aspects being considered,

the weak actor wins and vice versa. He reached at the conclusion that strong actors are more likely to win same-approach interactions and lose opposite-approach interactions. The hypothesis and outcome of his two hundred years of data are shown below.

Figure-1: Expected Effects of Strategic Interaction on Conflict Outcomes

		Weak Actor's Strategic Approach	
		Direct	Indirect
Strong Actor's Strategic Approach	Direct	Strong Actor	Weak Actor
	Indirect	Weak Actor	Strong Actor

Source: Based on Toft's study (How the Weak Win Wars)

Figure-2: Victories by Type of Actor over the Two-hundred-year Periods
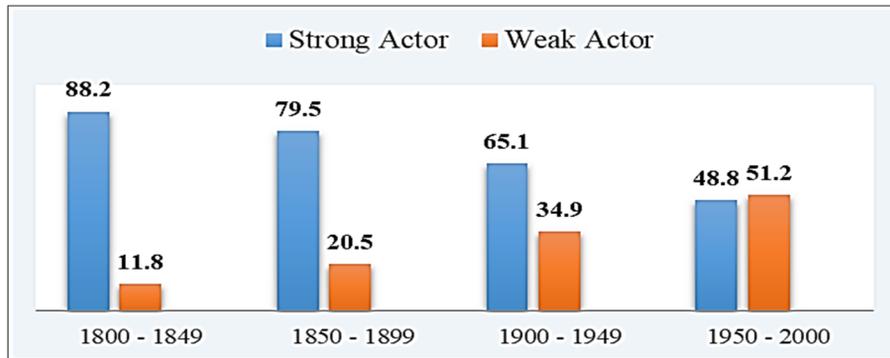
Source: Based on Toft's Study (How the Weak Win Wars)

Implications for Bangladesh

It is no denying the fact that numbers have an effect. The number offers a distinct benefit. However, superiority in new tactics, strategy, belief and training take precedence above strength. Numerical superiority is not the Silver Bullet in BD, but intangible factors like leadership, fortitude, steadfastness, new tactics, training and an unconventional approach could pay off in the face of being outnumbered (Mubeen, 2022).

The Liberation War of 1971 is a notable example of how BD was able to deny Pakistani Forces' dominance with commitment, steadfastness, an unconventional approach, and popular support. For BD forces, numerical dominance should not be a precondition for military victory.

Napoleon was renowned for using geography and manoeuvre to win wars against opponents four times his own size. In 1971, during Bangladesh's Liberation War, history was repeated. These historical instances demonstrate that being outnumbered it is possible to win a war even against a superior adversary.

PRESENT TRAINING SYSTEM VIS-À-VIS TRAINING-NEED

Present Training Domains as per Draft Training Doctrine

Training activities for the members of BA are conducted under three domains as shown in Figure. Self-development is considered to be a continuous process; no specific guidelines or support materials are available. Formation Training remains in the domain of commanders at different levels but mostly focuses on units. Institutional Training (IT) is organized to provide training to the members of BA and develop capabilities. However, army training depends on various factors such as the need for the army's employment, likely threat and its capability, weakness in the training system, geography, technology, modern arms, equipment, etc.

Figure-3: Training Domains of BA

Source: Author's Own Construct

Present Subject-Matters in Three Training Domains. Subject-Matters of three domains are appended below:

Table-1: Subject-Matters of Three Domains

Domains	Subject-Matters
Formation Training	Group training (GPT), Cycle Ending Exercise (CEE), Night Training, Command Post Exercise (CPX), Situational Training Exercise (STX), Field training exercise (FTX), Summer Training (ST), Winter Training (WT), Model Discussion (MD), etc.
Institutional Training	Basic courses, courses on weapon systems, simulation, change in technology, tactics, leadership packages, values, ethos, etc. are taught in different schools and academy
Self-Development	Self-education and higher study, Book Reviews, seminars, knowing current affairs, etc.

Source: Author's Own Construct

Considerations for Training-Needs as FBO

There are many considerations for training needs but it differs when fighting being outnumbered. BA, as FBO will have a few considerations for required training needs which are deduced below after surveying the officers of various ranks (Captain to Brigadiers), interviewing officers of various ranks, and consulting various organizations like Army Headquarters (AHQ), Army Training and Doctrine Command (ARTDOC), formation Headquarters, various training schools, regimental centers, directorates, etc.

Figure-4: Considerations for Training-Need as FBO

Source: Author's Construct Based on the Information Received from AHQ, KII, FGD

Strategy as FBO. Present training strategy is a daily routine like morning physical training (PT), training during working hours (formation training, unit training, class on CEE), games in the afternoon, night training (monthly), etc. Operational training like ST, WT, CPX, STX, MD, Tactical Exercise without Troops (TEWT), etc. is followed as usual. There is no fixed strategy on whether the training should focus on offensive or defensive or defensive with an offensive posture. BA is yet to think of a strategy for the training as FBO. The following diagram may help to understand the problem.

Figure-5: Present Training Program and Probable Training Strategy

Present training system doesn't mention whether it will be technology oriented, threat oriented, capability based or offensive/ defensive oriented?	

Present Routine of Training	# Daily Morning PT, Games, Class on formation/unit training, CEE, etc. during working hours. This routine remains same or fixed round the year	**Training Operations for** # ST, WT, CPX, STX, MD, TEWT, etc. Training of these operations may change if the mode of conduct changes	**Training as per Doctrine** # Training of leaders and Teams # Training of units and formations to fight short, intense battles characterized by movement, manoeuvre, and high lethality
Likely Training-Need as FBO	# Almost same as in the present system but conduct part to be more robust to develop the physical fitness in order to develop the mental confidence to fight as outnumbered	**Training Operations for** # It should be either offensive, defensive or in combination #Threat based or capability based? # Modern Technology oriented or conventional oriented	**Training as per Doctrine** # Blending of CW and UW forces/ operations #Training for intangible factors like leadership, building confidence, mindset, motivation

In case of FBO, some strategy whether it will be offensive, defensive or both, capability based or threat-based training should be mentioned which gives a training-need
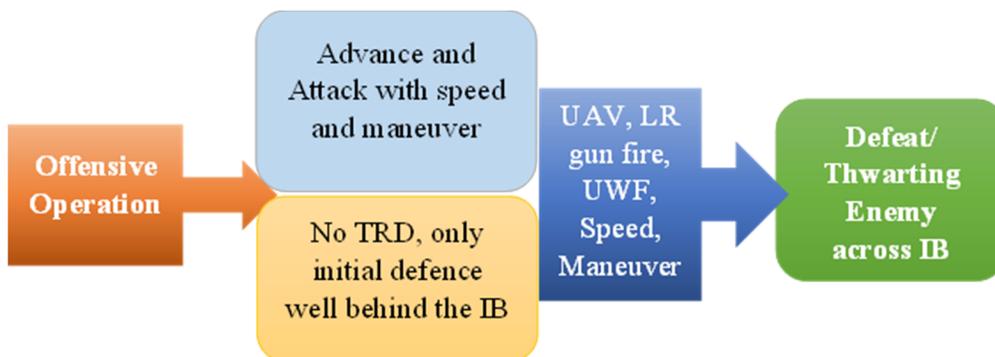
Source: Author's Construct

Option-1: Strategy of Defensive Operation having Offensive Posture. 'Being in defence, there is no alternative of going for offensive actions/activities. Israel has insignificant geographical and demographic depth while being surrounded by adversaries. A similar situation is prevailing in the case of BD but the capability of Bangladesh is not the same as that of Israel. So, BA should develop an affordable offensive posture to offset the enemy's aggression. Accordingly, it needs to be included in the doctrine and training has to be planned for this strategy. In doing so, offensive for a limited objective (Mahfuz, 2022) is shown in the following table.

Table-2: Methods for Defensive Operation having Offensive Posture

Offensive for Limited Objective	
Concept	Training-Need
On the very initial period of war, capturing a sizeable ground inside the threat territory for which enemy has to sit in the negotiation table	It is not a conventional attack or offensive, thus leader and men need to be trained on the tactics, technique and procedure (TTP) of this concept

Option-2: Strategy for Offensive Operation. There are examples of losing by the stronger force to the weaker force, for example, USA's defeat in Vietnam and Afghanistan. So, the strategy for offensive operation is not only for the stronger force, rather it can allow the weaker force to win. BA also practised attack, advance to contact along with defensive operation. There might be a situation, after the initial defence, the force is advancing and attacking and no TRD is being carried out which will demand the use of Unmanned Aerial Vehicle (UAV), Long Range Artillery gunfire, UWF, higher speed and manoeuvre capability (Faizur, 2022).

Figure-6: An Expected Result of Capability Enhancement Based on Threat

Source:Author's Construct (based on interview with GOC, 66 Infantry Division)

Option 3: Strategy for Hybrid Warfare (HW). HW is a theory of military strategy, first proposed by Frank Hoffman, which employs political warfare and blends conventional warfare, irregular warfare, and cyberwarfare with other influencing methods, such as fake news, diplomacy, lawfare and foreign electoral intervention. By combining kinetic operations with subversive efforts, the aggressor intends to avoid attribution or retribution. For example, Russia captured Crimea through Hybrid warfare and at present besides conventional attacks, Russia is conducting Hybrid warfare in Ukraine. So, for BA, hybrid warfare can be one of the options which may go side by side with conventional warfare.

Preferred Option. After analysis of the options through a set of questions, KII and FGD, it was found that a combination of the options would be a suitable one.

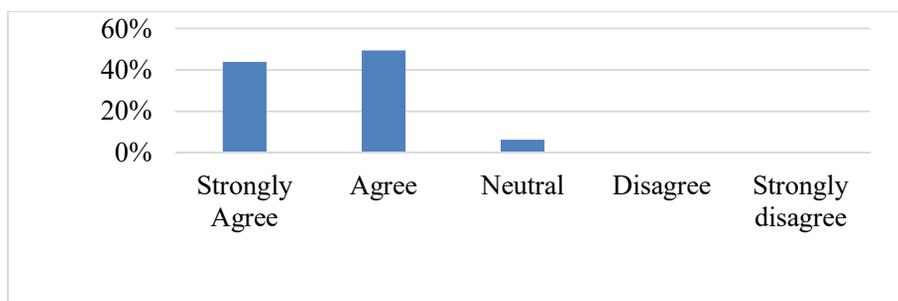**Table-3:** Analysis of Preferred Option

Considerations	Option 1: Defensive Operation	Option 2: Offensive Operation	Option 3: Hybrid Warfare
Logical option to implement	More Logical	Medium Logical	Less Logical
The budgetary implication	Low	Medium	More
Additional manpower requirement	Low	More	Medium
Modernization/ technological requirement	Low	Medium	More
Deterrence can be created	Low	Medium	More
Risk of failure factor	Low	More	Medium
Winning chance	More	Less	Medium

Source: Author's construct based on KII, FGD

From the above table, it is found that option 1 and 3 are very close contestants but winning chance of option 1 is more than option 3. Option 2 is important but only by this option winning probability will be less, and risk will be more than other two options. However, a mixed option of 1 and 3 can be proposed which is supported by KII and FGD, "Defensive Operation having Offensive Posture (Offensive on limited objective) along with HW". Training-need should be focused on following this option.

Enablers for Training as FBO. Enablers are considered as the variables which contribute to winning the war. For FBO, enablers like Leadership, Doctrine, Motivation, Morale, Mindset, Values-Ethos, etc. are very important. These enablers or factors are more applicable when a force is outnumbered. If these qualities of men are not strong enough then fighting against a superior force is not possible let alone winning the fight (Mubeen, 2022). In the question of whether these factors are required for FBO or not, the maximum opined for yes.

Figure-7: Training Enablers for FBO

Source: Survey (n=158)

Table-4: Training Enablers for FBO

Enablers	Reason of Selection	Remarks
Leadership	Leadership plays an important role to motivate, train, and guide his men in the right path, and raise their morale when they fight as outnumbered	Being outnumbered, soldiers' morale, motivation level may go down
Doctrine	Doctrine is the source of providing training, if some subject/ concept for example HW is not incorporated, then it will not be studied, and men will not be trained	Doctrine should be upgraded as per the need of the training
Motivation	Motivated soldiers can fight better in an FBO environment	A leaders' responsibility is to motivate his men
Values-Ethos	Values-Ethos will guide the soldiers to fight against the adversaries	All men and leaders must be trained on the set of values and ethos of BA
Morale	When morale is high, soldiers can fight better and it is very important for FBO	Commanders' responsibility to raise the morale of the troops
Mindset	Mindset plays an important role to accept any change and get accustomed to it. Non-accepted attitude/ mindset will be a hurdle for the training system where a lot of changes take place	Men and officers are to be trained to shape up their mindset to accept change for the overall betterment

Source: Author's Construct Based on Interview of General Mubeen (Retired), KII, FGD

Analysis: From the above survey, it is found that maximum opined for the training enablers like **Leadership, Doctrine, Motivation, Morale, Mindset**, **Values-Ethos, etc.** It's also echoed in the **CAS training directive 1/2022** that leadership is very important for the enhancement of the training. It is the leaders who can bring change in the training and CAS reiterated that training progress is impossible without change. He also emphasized the training on values and ethos of BA.

Enablers and Factors-Functional Approach.   Now, it can be checked whether these enablers can help or influence the training-needs emanating from the various factors and contributing factors of FBO. If, it can be determined whether the factors selected may not or does not appropriate with the FBO concept then that factors may be discarded or given less priority for FBO concept. A survey was conducted on this issue and survey result is shown in Table-5.

Table-5: Enablers and Factors-Functional Approach
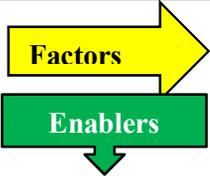
Factors / Enablers	Training Domain (Formation, institution, self-development training)			Training-Need-Operations of War (Defence, attack, TRD, advance to contact)			Preferred Strategy for FBO (including HW)		
	H	M	L	H	M	L	H	M	L
Leadership	X			X			X		
Doctrine	X			X				X	
Motivation	X			X			X		
Values-Ethos	X			X			X		
Morale	X			X			X		
Mindset	X			X			X		

Source: Author's Construct based on FGD, KII

Legend:
H-High, M-Moderate, L-Low

Analysis. From the above matrix, it is observed that almost all the factors are either highly or moderately enabled by the enablers. Even the preferred strategy of FBO including HW can be assisted by the enablers. So, these enablers are required for the preferred strategy of FBO.

Challenges and Measures to Overcome

There are numerous challenges in all the domains of training. The challenges along with the measures are appended below:

Table-6: Challenges from the Three Training Domains & Measures to Overcome

Training Domain	Challenges	Measures to Overcome
Formation Training	* Shortage of men, officers and instructors affecting CPX, FTX, STX, ST, WT, GPT, etc. * Non-training events get priority over training events * Conduct of Defence, TRD, Advance to contact, Attack cannot be conducted due to the presence of built-up area * Night Training is not performed as per the desired standard	* As per Forces Goal-2030, the possibility of increasing the total manpower is less but the shortage of present TO&E will be fulfilled * Non-training events should not be performed by the men engaged in training. Training has to be given priority * Need to switch to the FIBUA concept where it's possible. **Exploit the enemy's gap** in this built-up area and practice of defeating him when he comes in this kind of terrain * **Night training should be made interesting** and realistic by simulation, and innovation

Training Domain	Challenges	Measures to Overcome
Institutional Training	* **Shortages of qualified instructors** to provide the training	* Number of courses can be increased to prepare the instructors
Self-Development Training	*Operational readiness depends on self- development but BA lacks in this regard due to a lack of coordinated efforts of the individual and the units/ organization	* Organizations should make a routine or a program to develop individuals' career including his higher studies. It's found that always individual takes a half-hearted interest and not a holistic effort for his development but it is the organization that should do it for its men.

*Self-education, Study period, Seminar, Book-review, Demonstrations, etc. to be done |

Source: Construct of the Author based on Interviews, FGD, KII

Challenges of Preferred Strategy as FBO. The preferred option is "Defensive Operation having Offensive Posture (offensive on limited objective) along with HW" having the following challenges and measures to overcome.

Table-7: Challenges and measures to overcome

Preferred Strategy	Challenges	Measures to Overcome
Defensive Operation having Offensive Posture along with HW	* Blending of defensive operation with Hybrid will be a challenge

* HW is not incorporated in the doctrine yet

* After inclusion in the doctrine how and what level the training will be given on HW will be a challenge

* Training of offensive on the limited objective will be a challenge | * HW being a new concept and not yet included in the doctrine will fetch difficult to blend. However, training and practice over time will overcome the hurdle

* It should be included in the doctrine first, otherwise men and leaders will not know the concept, let alone develop the capability

* Based on the elements of the HW and its ambience, a plan is given in the subsequent para

* Offensive on the limited objective will be conducted from the defensive framework. From there, a group of combat forces will be tasked to accomplish the mission. However, to this end, UWF will contribute to performing this task (Mahfuz, 2022) |

Source: Construct of the Researcher based on Interviews, FGD

**Table-8**: Challenges of HW and Measures to Overcome in Regards to Training-Need

Challenges	Measures to overcome	Training-Need at Various Level
* No training can be planned until it is included in the doctrine *After incorporating, how it will mesh with conventional war?	* Need to be included in the doctrine of the military. Then, necessary training needs to be provided to the men and leaders at various level * It can be trained during **ST** and **WT** after necessary knowledge is gained by the men and leaders * From the defence various elements of HW will function. Side by side, conventional warfare will continue	* **Tactical Level**- All soldiers and tactical level leaders to be oriented with the concept. Officers to be given workable knowledge in the JCSC course at SI&T. * **Operational Level**- Officers of DSCSC and AFWC to be equipped with adequate knowledge as they will hold various important appointments like Commanding Officer, General Staff Officer Grade-1, etc. thus they should be ready with the theoretical knowledge to implement on the practical ground * **Strategic Level-** Participants of the NDC course (both civil and military) are to be equipped with the planning part of HW so that they can plan and execute when they are employed after the course. Civil counterparts need to be involved as there are HW elements like political, economic, social, etc. (Hasan, 2022).
Coordination and synchronization among the elements of HW like IW, political, economic, social, military, etc.	It will pop up during practice and in real-time war which can be solved by repeated practice, wargame, and a good cooperation and coordination between civil-military counterparts	* Military should be trained to coordinate with its all components **vertically and horizontally**. They should also **coordinate with government elements** to have better synchronization in regards to political, economic, social, etc. elements of HW * It will raise the **training need on Information Warfare (EW, Cyber, Psychological, etc.)**. BA should train its men and officers on IW (Faizur, 2022).

Source: Construct of the Author based on FGD, KII

Perspective Plan for Implementation of the Training-Need.

To get a better outcome of the research, it is very important to outline a time-plan by which the training-needs will be effective. Following diagram shows a plausible time-plan.

**Figure-8:** 7 Year perspective Plan to Implement the New Training-Need
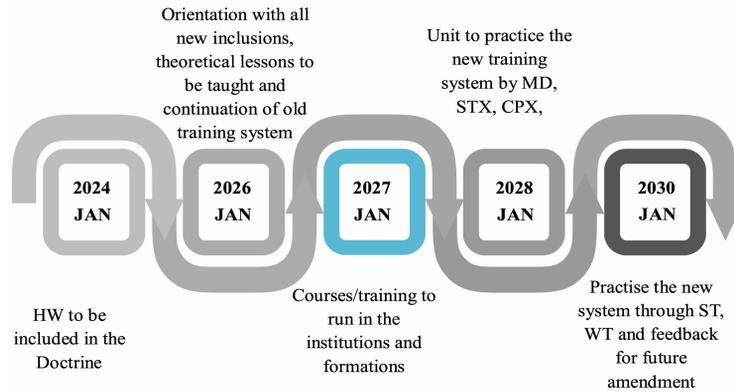
Source: Author's Own Construct

Roadmap of Army to Fight Being Outnumbered

Present war-fighting doctrine may be revisited or revamped taking into account, the lessons from 'fighting being outnumbered' and innovative concepts. In this regard, the scope for innovative ideas from individual, training institutions and formations should be kept open. This should be a continuous process. Besides, all enablers should be synchronized in such a way, so that they may have enough scope to fight being outnumbered (shown in Figure-9).

Figure-9: Fighting Being Outnumbered Schematic
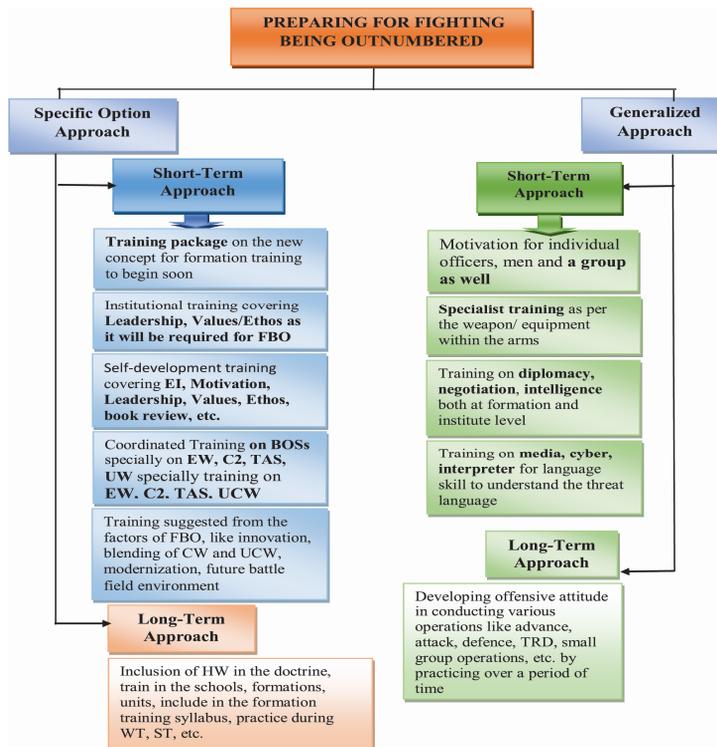
Source: Author's Own Construct

Conclusion

BD has enormous strength of homogeneous and resilient population. The War of Liberation is the clear illustration of a weak actor's tenacity against powerful or superior force. By waging a protracted conflict and retaining their fighting spirit, weak forces used several war fighting strategies to make the conflict expensive for the powerful enemy, Vietnam is the best example of this sort. In comparison to other countries in the region, BD is found to be weaker force numerically which can be termed by FBO. However, historically BD has proved its winning attitude in 1971 and with a more pragmatic approach, BA can win against its potential adversaries in future also. In doing so, BA needs to develop operational readiness through a modified training-need.

FBO has been theorized from past history, Islamic battles, and contemporary battles and found to be winning in many of the cases. There are examples of little armies like Afghans, defeating much stronger opponents in several historical conflicts. To clarify the necessity of organizing a struggle against the numerically superior threat and winning some contemporary examples starting with the prehistoric era are also being considered. In the majority of situations, weaker actors chose a different course of action than stronger actors. Guerrilla warfare against traditional forces was highly successful in thwarting their colossal traditional might, Mao's theory proved it in China against Japan. Toft's study of the weak and strong actors of two-hundred-year periods shows that it was weak actors who won by adopting different means and ways. This has aided BA to think about its modified training-need for operational readiness.

Training-needs emanate from various sources like three training domains (formation, institution and self-development), doctrinal perspective (Operations of war), FBO strategy, etc. Considering the present training system and its lacunas, all the factors were analyzed where FBO was given priority. In doing so, while studying the doctrinal aspect, it is found that a strategy is suggested for FBO like "Defensive Operation having Offensive Posture (offensive on limited objective and Adopting Shuai-Jan Technique) along with Hybrid warfare". To materialize this strategy, training-needs, challenges and measures to overcome are also suggested.

Recommendations

The study suggests the following recommendations:

a.   Strategy option for FBO "Defensive Operation having Offensive Posture (offensive on limited objective) along with HW" to be taken as operational plan and associated actions to this plan like the incorporation of HW in the doctrine, blending HW with conventional warfare, organize training for HW and conduct HW during ST, WT.

b.   MT Directorate and ARTDOC may evaluate the strategy option and provide necessary directions to the schools and academies to teach the theories of HW for adopting and organizing training later in the formations.

c.   Priority to be given for the training on leadership, motivation, morale, values and ethos for self-development and also to prepare a sound leader who will contribute during any conflict better than others which are mostly required for FBO.

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35. Siddique, M. A. (2022). DMT, AHQ [Interview] (13 March 2022)

36. Emran, K. M. S. (2022). Dir, Infantry Dte, AHQ [Interview] (13 March 2022)

37. Farid, A. M. S. (2022). Dir, Armoured Dte, AHQ [Interview] (25 June 2022)

38. Zaman, M. S. (2022). CTD, ARTDOC [Interview] (31 May 2022)

39. Rahman, H. M. M. (2022). DG Ops and Plan, AFD[Interview] (25 June 2022)

40. Kabir, M.H, (2022). Col Staff, MT Dte [Interview] 19 March 2022)

41. Rashid, M. (2022). Col Staff, MI Dte [Interview] (24 March 2022)

42. Rahman, M. (2022). Col Staff, MO Dte [Interview] (24 March 2022)

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