



Canadian Forces Personnel Newsletter

CF Leadership Doctrine

Two new Leadership Doctrine manuals—*Leadership in the Canadian Forces: Doctrine* and *Leadership in the Canadian Forces: Conceptual Foundations*—were released in April.

Leadership in the Canadian Forces: Leading People and *Leadership in the Canadian Forces: Leading the Institution* will follow shortly.

Consult CANFORGEN 069/05 at <http://vcds.dwan.dnd.ca> for more information.

Leadership Doctrine Q&A

Q: Why has the CF produced new leadership doctrine?

A: The nature of today's missions, and those with whom we work to carry out today's missions, has changed considerably since the old leadership manuals were published in the 1970s. This change necessitates a new understanding and approach to leadership.

The previous CF definition of leadership, "influencing human behaviour so as to accomplish the mission in the manner desired by the leader", applied only to CF personnel in formal leadership positions and did not address the complexity of today's operational environment. The new CF definition of effective

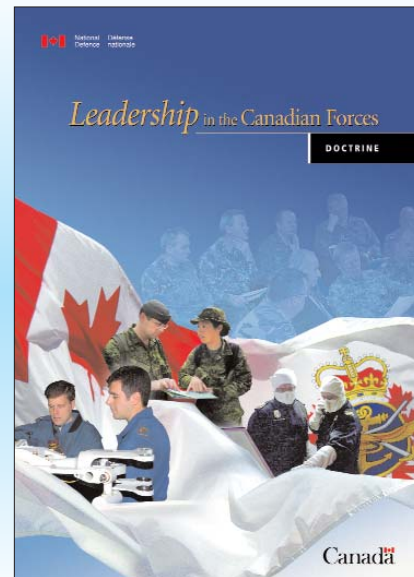
leadership, "directing, motivating and enabling others to accomplish the mission professionally and ethically while developing or improving capabilities that contribute to mission success", reflects the environment and challenges facing CF leaders today. Leadership doctrine explains how this new definition should be understood and applied.

Q: How is the new doctrine different from the old? Is there anything new?

A: The old leadership definition implied a leadership model that focussed on the application of influence. The new leadership doctrine is based on a CF effectiveness framework and a values-based, distributed model of leadership. These concepts assist CF leaders in making tough choices and applying appropriate influence behaviours in pursuit of mission objectives.

The CF effectiveness framework provides leaders with guidance as to how to achieve mission success while carefully and appropriately weighing competing requirements and obligations. The framework addresses achieving mission success and adapting to the external and internal environments while at the same time keeping in mind member well-being and commitment.

A values-based leadership model helps leaders make tough choices by grounding their decisions in



professional values – the civic, legal and military values embraced by the military ethos. The distributed aspect of leadership tells us that all CF personnel can and must lead, regardless of formal leadership responsibilities.

page 2 ➔

Plaque unveiled

Veterans Mr. Mitchell Walter, left, and Mr. Cecil Oliver view the Chemical Warfare Defences and Counter-measures commemorative plaque unveiled in April.

The plaque, located on the grounds of the National Research Council of Canada on Sussex Drive in Ottawa, recognizes the exceptional service of chemical warfare agent test veterans during and after the Second World War. Representatives from among those veterans participated in the unveiling ceremony that included ADM(HR-Mil) Vice-Admiral Greg Jarvis, Veterans Affairs Canada Associate Deputy Minister Ms. Verna Bruce, National Research Council Secretary General Ms. Patricia Mortimer, and others.

Current or former personnel of the Royal Canadian Navy, Canadian Army, Royal Canadian Air Force or the Canadian Forces who volunteered and participated as

test subjects at the Chemical Warfare Laboratories in Ottawa from 1941 to 1945, or at the Experimental Station, the Research Station or the Defence Research Establishment in Suffield, Alta. from 1941 to the early 1970s, may apply to receive a one-time tax-free payment of \$24 000 in recognition of their service to Canada.

Applications must be received by March 31, 2006. For more information, contact the Chemical Warfare Agent Testing Recognition Program Office at 1-800-883-6094, at recognition-application@forces.gc.ca, or at the Chemical Warfare Agent Testing Recognition Program Office, National Defence Headquarters, 101 Colonel By Drive, Ottawa ON, K1A 0K2. ♦



CPL SERGE GOUIN, CFSU(O) IMAGERY

The new leadership doctrine also recognizes that leadership in the CF takes place on two broad fronts: leading people – directing and motivating others to accomplish the mission professionally and ethically; and leading the institution – developing and improving strategic capabilities. Confronting today’s security challenges requires CF personnel to work with a broad spectrum of security partners in pursuit of effects-based outcomes – the combination of political, social, economic and military activities necessary to achieve a specific objective.

These efforts span the tactical, operational and strategic levels. Because officers and non-commissioned members (NCMs) work at all three levels, officers and NCMs must acquire leadership theory and skills appropriate to their responsibilities.

Q: How does the new doctrine support the Chief of the Defence Staff’s transformation agenda?

A: The CDS’ transformation agenda lays out how the CF will reorganize, re-equip and retrain to be effective in the modern security environment. Implicit in these activities is preparing sailors, soldiers, and air personnel to work with our security partners in a highly integrated fashion, in day-to-day activities and in the execution of missions and tasks. This requires flexible, agile leaders who can effectively work with a wide variety of civilian and military personnel.

Increasingly, this dynamic takes place in missions where leaders must be able to quickly shift from providing humanitarian assistance to enforcing the peace to, if necessary, engaging in combat. The new leadership doctrine provides the foundation for creating such leaders.

Q: How will the new doctrine affect me?

A: A key aspect of leadership is influencing others – up, down, across, within and outside the chain of command. Whether or not they occupy a formal leadership position, all CF personnel have the ability and the responsibility to lead. Accordingly, it is

imperative that CF members understand how the new leadership doctrine, and the doctrine on military professionalism, impacts upon their responsibilities.

To this end, *Duty with Honour* and the new leadership doctrine form the cornerstone of all CF common and environment-specific professional development (PD). This begins with Basic Military Qualification (BMQ) training for NCMs and Initial Assessment Period (IAP) for officers, and extends to the most senior PD programs, including the Executive Leader Symposium for newly promoted /General Officers and Senior Appointed CPOs 1/CWOs.

Q: Who is responsible for implementing the new doctrine?

A: As the head of the profession of arms in Canada, the CDS is responsible for articulating and overseeing the implementation of professional doctrine across the CF. The Canadian Defence Academy (CDA) will coordinate the implementation of the professional and leadership doctrine in all aspects of CF professional development.

However, as *Duty with Honour* makes clear, leadership is a professional responsibility forming part of the profession’s common body of knowledge. All CF personnel, therefore, have a responsibility to play a role in communicating and implementing the new doctrine in all aspects of their work.

Q: Where can I find copies of the manuals?

A: The manuals were distributed to all CF units and PD centres. They are available online at www.cda-acd.forces.gc.ca and <http://cda-acd.mil.ca>. You can order the manuals by writing to the [CF Leadership Institute](mailto:CF.Leadership.Institute), PO Box 17000, Stn Forces, Kingston ON, K7K 7B7.

Q: How can I comment on the new leadership doctrine?

A: We’d like to hear from you. Send your comments to the CF Leadership Institute at cflilc@forces.gc.ca or at [+CFLI-ILFC@CDA-ACD@Kingston](mailto:CFLI-ILFC@CDA-ACD@Kingston).

Conflict of interest obligations

From Chief Review Services

One of the military hosts of an overseas conference you’re attending has presented you with a replica of a temple statue as a souvenir. Should you accept it?

A civilian company sponsoring the conference has invited you to a cruise on board the company yacht – a private function on a conference day-off. Should you go?

The avoidance of conflict of interest (COI) is one of the primary means by which CF personnel maintain public confidence in the impartiality and objectivity of the Forces. Personnel must always minimize the possibility of conflict of interest by avoiding and preventing situations that could give rise to COI, or to the appearance of COI.

You must disclose all non-exempt assets, gifts, hospitality, and other benefits and outside activities you receive or participate in which could place you in conflict with regard to your official duties and responsibilities.

In the case of the statue, your guiding principle should come from DAOD 7021-1, reading “...CF members shall not solicit gifts or transfers of economic benefit, and shall not accept gifts, other than incidental gifts, customary hospitality or other benefits of minimal value, unless written approval is given or the transfer is pursuant to an enforceable contract or property right of the ... CF member.”

So, if you can determine on the spot that the statue is of minimal actual value and is offered with “no strings attached”, as a memento of your visit, then you may accept and keep it.



ADM(HR-Mil) Group CO appointments

From the Assistant Deputy Minister (Human Resources – Military) [ADM(HR-Mil)]

Vice-Admiral Greg Jarvis, ADM(HR-Mil), and Colonel Kevin Cotten, Commander CF Recruiting Group, congratulate the following officers on their appointments as Commanding Officers:

Lieutenant-Commander Mike Chisholm will be appointed CO of CF Recruiting Centre (CFRC) Halifax.

Captain Martin Couet will be appointed CO of CFRC Montréal on promotion to Major.

Major Chuck Halikas will be appointed CO of CFRC Winnipeg.

Capt Norm Mallory will be appointed CO of CFRC Calgary on promotion to Major.

Maj Ken Orr will be appointed CO of CFRC Vancouver.

Maj John St Dennis will be appointed CO of CFRC Toronto.

Maj Daniel Veillette will be appointed CO of CFRC Ottawa. +

MGen George R. Pearkes Building
15 North Tower
101 Colonel By Drive
Ottawa ON K1A 0K2

E-mail: Urquhart.R@forces.gc.ca
Fax: (613) 996-7483 or
CSN 846-7483

Managing Editor
Ruthanne Urquhart – (613) 996-6820

Graphic Designer
Manon Mackey – (613) 996-9173

Canadian Forces Personnel Newsletter is a publication of the Assistant Deputy Minister (Human Resources – Military).

Submissions regarding HR-Mil policy and programs are welcomed. Please contact the editor for submission guidelines.

Visit www.forces.gc.ca/hr/cfpn and look under “Supplement” for news and information not available in the print edition.