

Defence Management in India I

Wing Commander

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Difference Between Management of Business and Defence

Business

1. Profit Motive is the prime driver
2. ROI is tangible mostly
3. ROI is measurable/measured annually
4. Small/Medium/Large
5. Public/Private
6. Emphasis on management
7. Primacy of personal agenda
8. Transactional relationship
9. Hiring and Firing Model

Defence

- Op Preparedness always
- Intangible
- Not measurable but tested in wars
- Large yet a group of units
- Public
- Leadership. Leading men.
- Supreme sacrifice is common
- Transformational between the leader and the led
- Coaching and Building Model

10. May be Professional

Professional

11. Owned by individuals/Cos/trusts etc

Nation owns

12. Limited resources

Unlimited. All national resources are mobilised, if needed

13. Recruit ad hoc/Head Hunters

Talent developed internally

14. Executive Trainee to CEO hired

No hiring at any level after ab initio

15. Cover up clouds learning

Learning without Blaming Model

16. Teams are picked up

Teams with complementary skills

Defence Enterprise

- 1. Very large**
- 2. Public sector**
- 3. Professional organization**

Large, complex organizations succeed through the combination of effective leadership and good management.

Very Large Organisation

Life Cycle

- 1. Dynamic and complex**
- 2. Becomes more stable and structured over time**
- 3. Risks becoming hardened, bureaucratic, and unable to innovate/adapt**
- 4. Slowly adopts successful habits and practices into its culture**
- 5. Network-based culture transforms into managed hierarchy**
- 6. Hierarchy is essential to survive and grow**
- 7. Strategic agility is essential with networked approach**

Challenges for Leaders in Large Organisations

- 1. Experience doesn't guide present running**
- 2. External events affect planned performance**
- 3. Expansion ignores ground realities**
- 4. Limited time for resolving internal issues**
- 5. Change strategies can not be uniformly implemented as in smaller ones**

- 1. Management as a professional discipline remains on the margins of officer development in the military.**
- 2. Defence Management effectively exercises the fundamental management responsibilities of**
 - creating new fighting units**
 - recruiting men and women**
 - training them**
 - nurturing**
 - growing**
 - maintaining its men/machines/ materials in ever preparedness**
 - to meet any threat to national security**

Military Cultural Bias

- 1. Prefers leadership to management**
- 2. Treats managers as impediments /barriers /gatekeepers**
- 3. Management as mind-numbing because of its preoccupation with policies/processes/procedures**

In reality,

Effective executive-level managers are
agenda setters
consummate networkers
understand how to translate strategic direction into action
including setting goals/allocating resources/ evaluating
progress/managing knowledge gained

These skills and competencies differ in leadership education.

Yet relevant for managing the defence enterprise with its processes and systems

designed to translate strategy into action in the field.

**Defence Management = General Management
+Decision-support tools
due to
geopolitical/strategic/national considerations.**

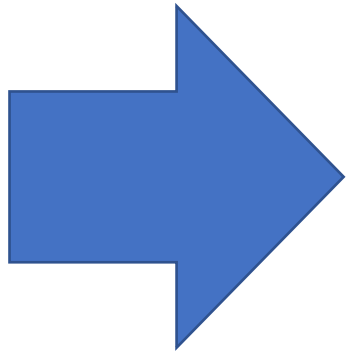
Defence Managers need to take informed/defensible decisions.

Public Sector and Professional

- 1. Limited Resources to achieve expected capabilities**
- 2. Uncertainty in aligning requirements with capabilities needs government oversight**
- 3. Public sector focus on efficiency vs professional organizations focus on effectiveness**

Professions

1. Self-governance
2. Domain knowledge
3. Granting of autonomy by society i.e., a trusting relationship



Military,

except individual practice

Civilian officers of defense enterprise certainly conduct themselves professionally they are not necessarily professionals.

As political appointees, the top civilian leaders may not be granted the same autonomy from society or sustain the domain or expert knowledge in the conduct of duties.

e.g., a defence minister may not be able to fight a war!

The Defense Enterprise

- 1. A political-military activity to generate and sustain capability to meet national security needs under political civilian leaders**
- 2. Civil-military partnership of political leaders and def managers**
- 3. Working for national security**
- 4. Generating and sustaining capability systematically**
- 5. Tools of the enterprise are systems/processes/SOP**
- 6. A group of small enterprises**
- 7. Collectively defend the nation**

- 1. As a *public-sector* organization, the defense enterprise operates as a bureaucracy, responsible for efficiently generating capabilities using the nation's resources entrusted to it.**
- 2. Def Projects are subject to oversight**
- 3. Can be wound up if not in national interest**
- 4. Lacking profit motive, strive to be effective at the cost of being inefficient**
- 5. Safeguarding public resources by eliminating waste, fraud, abuse**

A “Preparedness” Organization

1. The defense enterprise does not perform its core function on a day-to-day basis
2. i.e., fighting and winning wars
3. Military is like police/firefighters/emergency medical personnel/other first-responders.
4. They measure their *potential* to provide their services to the nation or society **when called upon**

**Preparedness is
benchmark of confidence in defense enterprise's
ability to national security threats**

Nation and Defense Enterprise are 'Two-Way Monopoly'

- 1. Only one provider, the Defence Enterprise**
- 2. Only one buyer, the Nation**
- 3. Involve continuous bargaining, as both sides negotiate over scarce resources to be allocated for the defense function**
- 4. Needs more data analytics and decision support tools and techniques to support a need/defence requirement**

- 1. Defense managers face difficulty in exercising transformational change at the enterprise level. It questions existing processes, systems, and information flow, leading to further to transform.**
- 2. Thus they need to be traditionally innovative and innovatively traditional!**