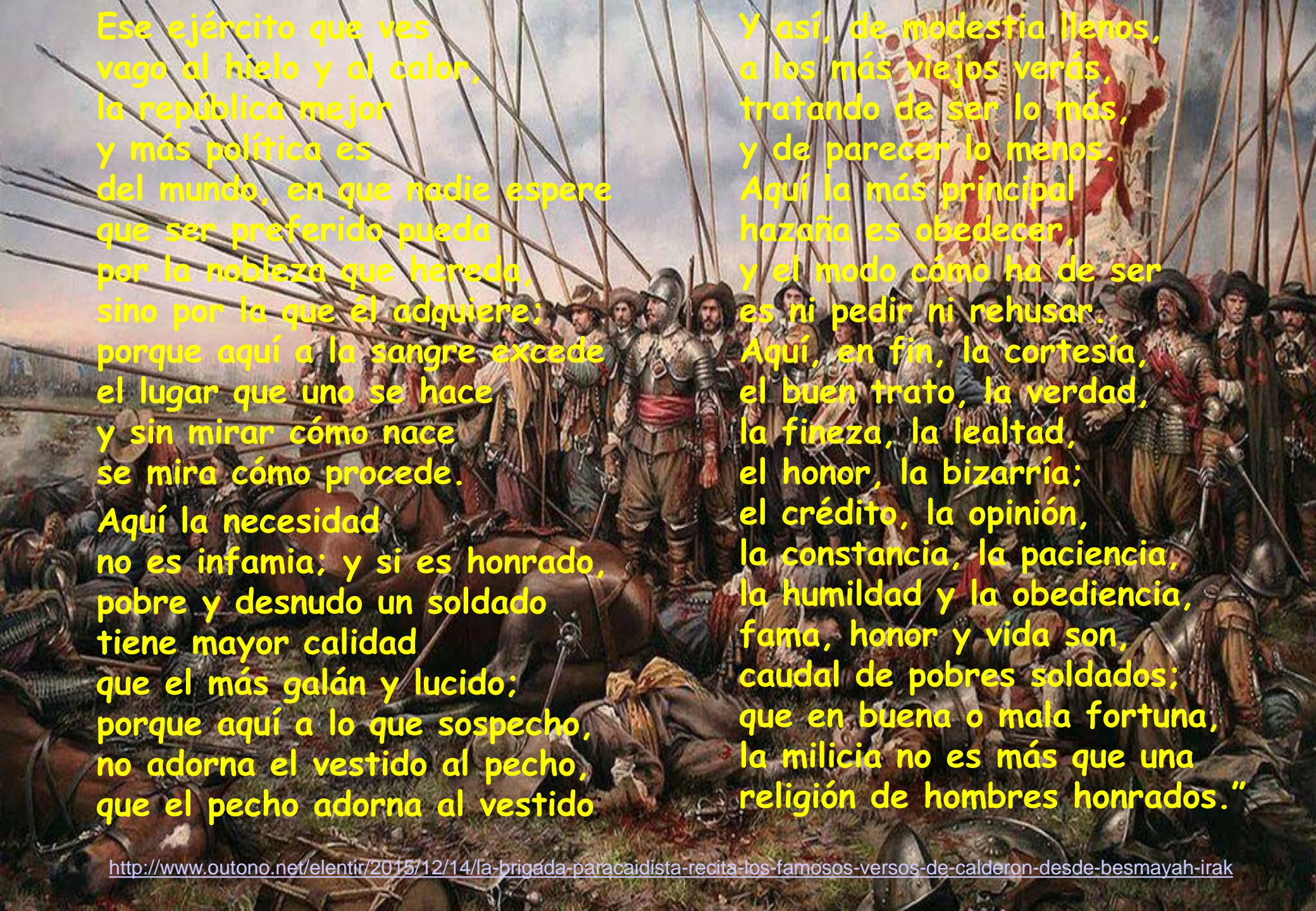




VALORES Y CULTURA MILITAR EN LAS FUERZAS ARMADAS

elegiría

CF FEDERICO AZNAR FERNANDEZ-MONTESINOS



Ese ejército que ves
vago al hielo y al calor,
la república mejor
y más política es
del mundo, en que nadie espere
que ser preferido pueda
por la nobleza que hereda,
sino por la que él adquiere:
porque aquí a la sangre excede
el lugar que uno se hace
y sin mirar cómo nace
se mira cómo procede.

Aquí la necesidad
no es infamia; y si es honrado,
pobre y desnudo un soldado
tiene mayor calidad
que el más galán y lucido;
porque aquí a lo que sospecho,
no adorna el vestido al pecho,
que el pecho adorna al vestido:

Y así, de modestia llenos,
a los más viejos verás,
tratando de ser lo más,
y de parecer lo menos.
Aquí la más principal
hazaña es obedecer,
y el modo cómo ha de ser
es ni pedir ni rehusar.
Aquí, en fin, la cortesía,
el buen trato, la verdad,
la fineza, la lealtad,
el honor, la bizarría;
el crédito, la opinión,
la constancia, la paciencia,
la humildad y la obediencia,
fama, honor y vida son,
caudal de pobres soldados:
que en buena o mala fortuna,
la milicia no es más que una
religión de hombres honrados."



義

Gi : Rectitud

勇

Yu : valor

忠義

Chugi : Devoción y Lealtad



仁

Jin : Benevolencia

名誉

Meiyo : Honor y Gloria

真

Makoto : Sinceridad

礼

Rei : Respeto

HONOR

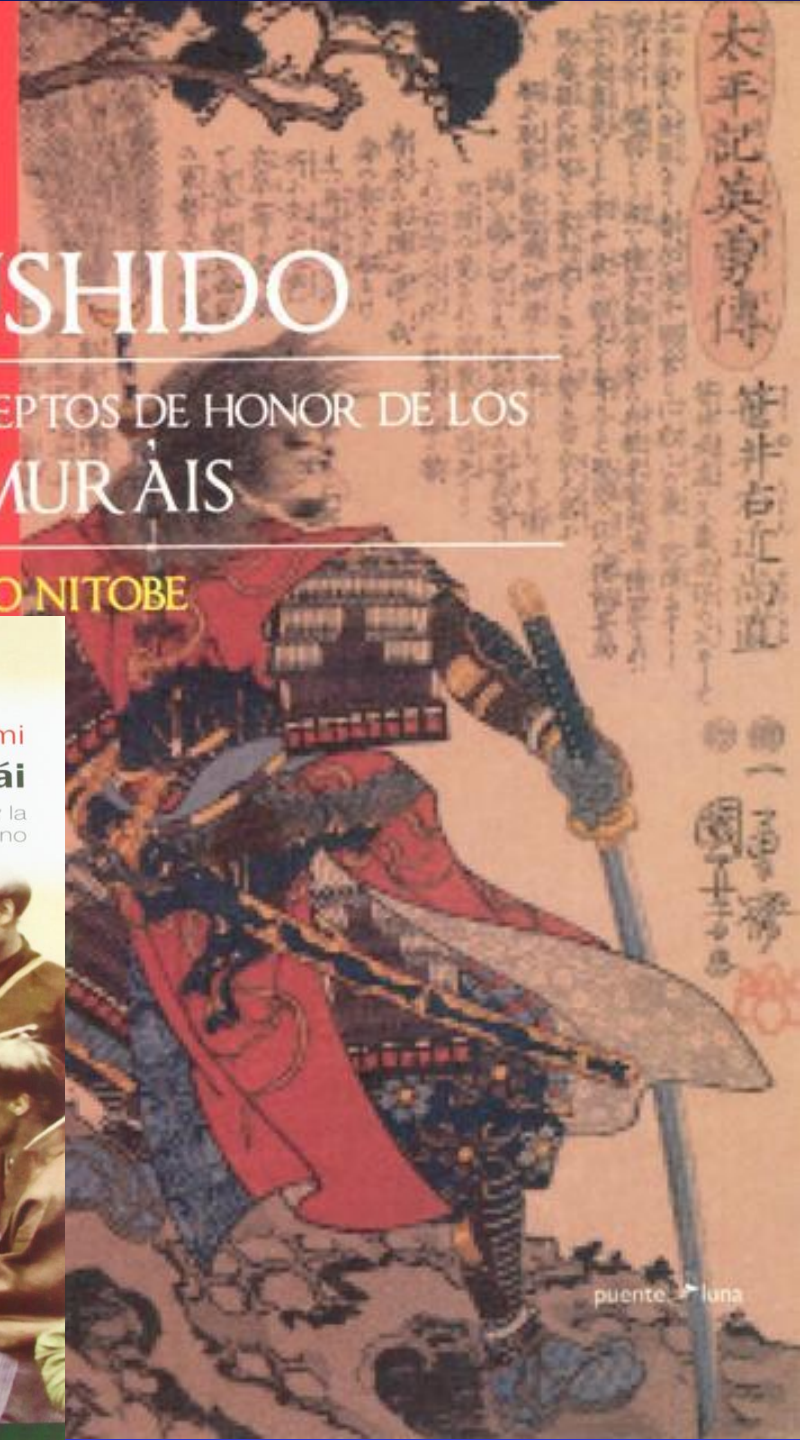
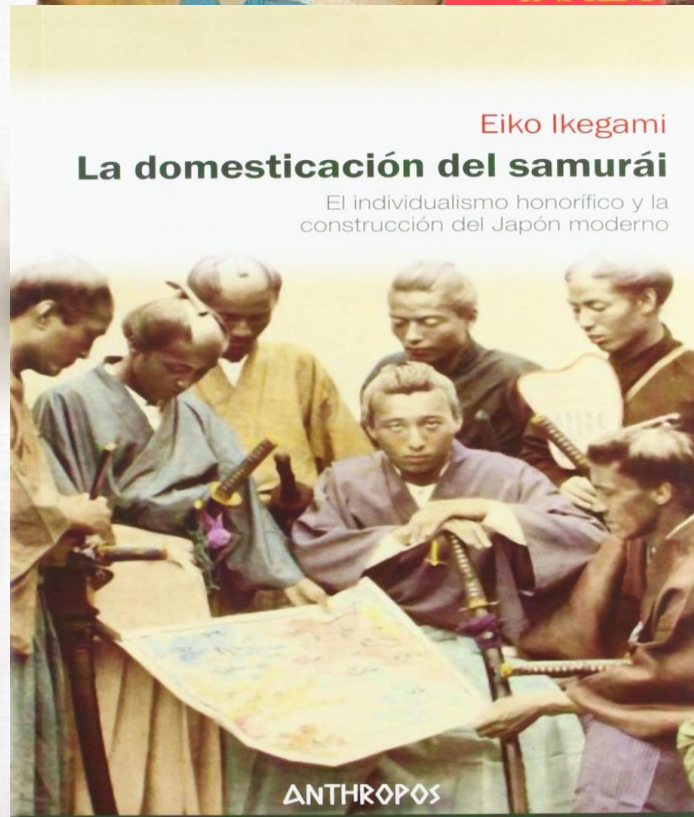
- El honor es la cualidad moral que obliga al hombre al más estricto cumplimiento de sus deberes consigo mismo y con los demás.
- El honor es un símbolo de la vida virtuosa y un elemento esencial de la dignidad humana y pertenece al inconsciente colectivo como un valor esencial en el arquetipo del héroe.



BUSHIDO

PRECEPTOS DE HONOR DE LOS
SAMURÁIS

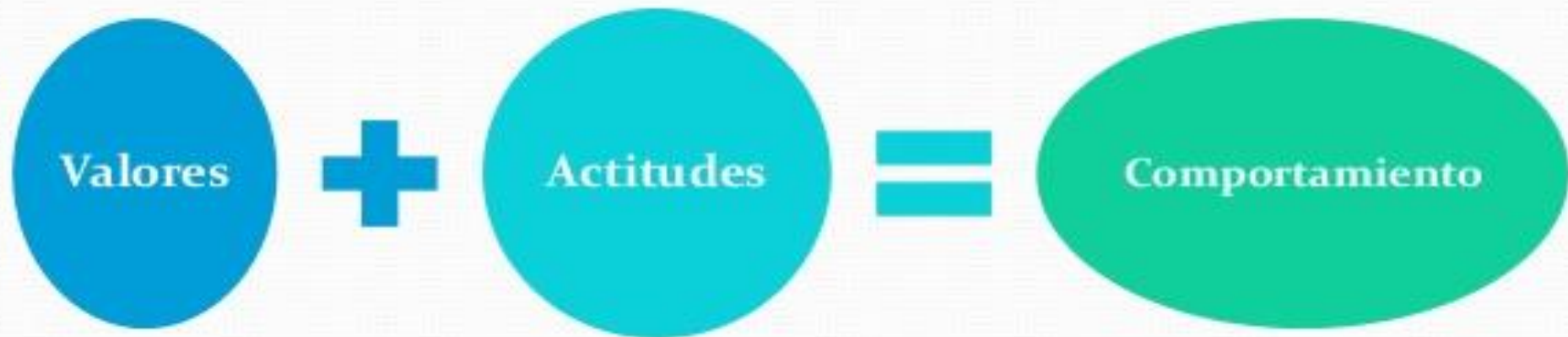
INAZO NITOBE







-RELACIÓN ENTRE VALOR, ACTITUD Y COMPORTAMIENTO-



Los valores son creencias o convicciones de que algo es preferible y digno de aprecio.

Una actitud es una disposición a actuar de acuerdo a determinadas creencias, sentimientos y valores.

A su vez las actitudes se expresan en comportamientos y opiniones que se manifiestan de manera espontánea.

The background of the slide is a scene from the video game Batman Arkham Knight. It shows Batman in his tactical suit on the right and a GCPD officer in a firefighter's uniform on the left. The officer's uniform has "F007" on the sleeve. The Batman logo is in the background, with the word "BATMAN" in large white letters and "ARKHAM KNIGHT" in smaller white letters below it.

BATMAN
ARKHAM KNIGHT

Misiones Secundarias

**Acto de
Servicio**



Decision

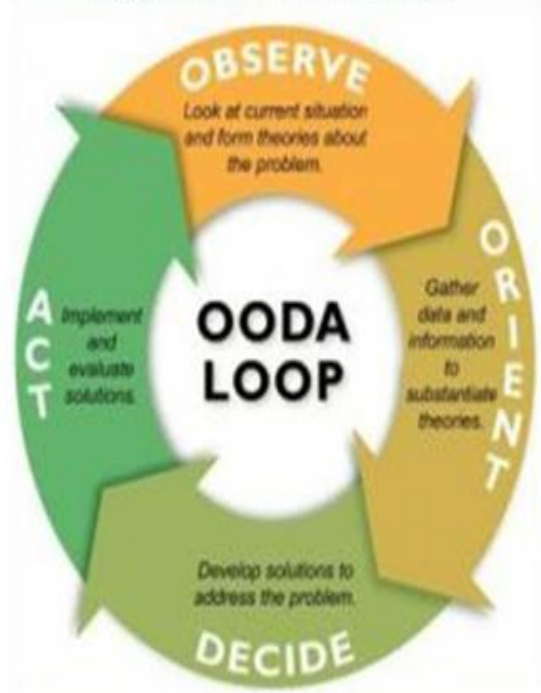
Figure 3: Australian Adaptive Campaigning Concept and John Boyd's OODA Loop

Adaptive Action



Figure 9. The Adaptation Cycle

Boyd's OODA Loop (circa 1980s-1990s) adapted into Joint Doctrine



OODA Loop graphic source:
<http://www.austinimpact.com/wp-content/uploads/2015/04/ooda-loop.jpg>



Adaptive Action graphic source:
<http://resilienceandsecurity.blogspot.com/2012/05/could-this-be-resilience-cycle-or-just.html>





**NON NOBIS DOMINE, NON NOBIS,
SED NOMEN TUO DA GLORIAM**
Biblia, Salmo 113

MILICIA Y RELIGIÓN



NON NOBIS DOMINE



SED NOMINI TUO DA GLORIAM



Max Weber

LA ETICA PROTESTANTE

Y

EL ESPIRITU DEL CAPITALISMO



EDITORIAL REVISTA DE DERECHO PRIVADO
MADRID





CULTURA MILITAR

XIX CURSO VEXILOLOGÍA

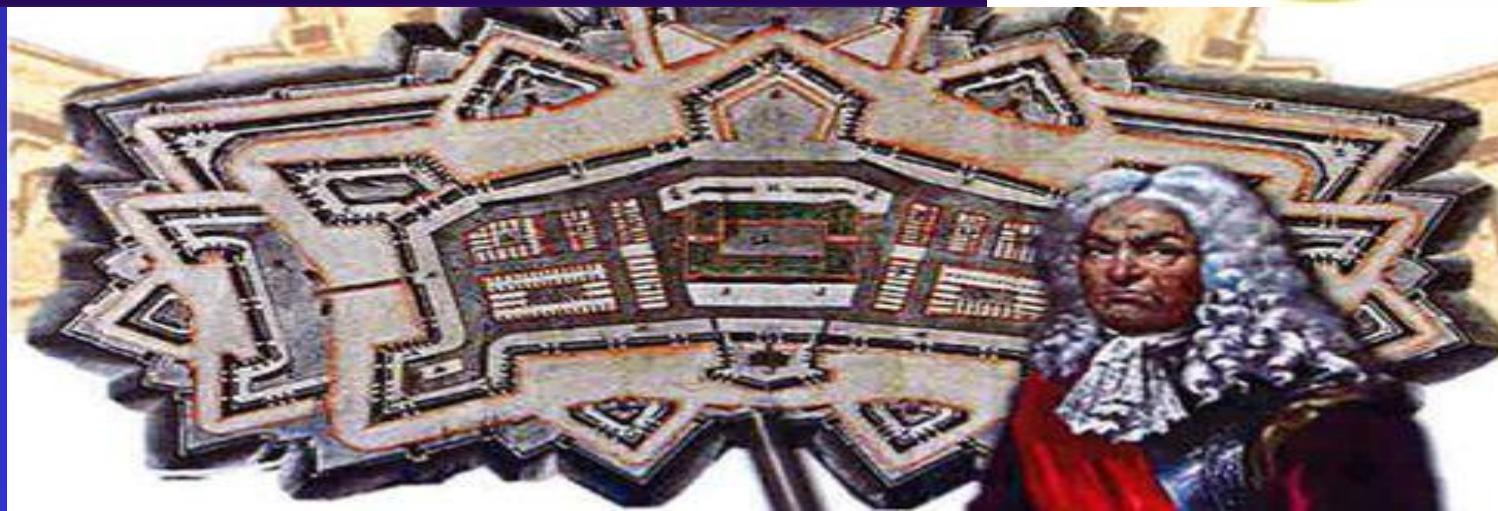
Banderas y Estandartes

Del 18 septiembre al 6 de octubre de 2017
De lunes a jueves, de 16:15 h. a 18:15 h.

Salón de actos del IHCM.
Paseo de Moret, 3 - Madrid



Más información en: www.defensa.mil.es/veixilologia, Telf: 91 780 87 42, Fax: 91 780 87 05, Email: ibexa@defensa.mil.es





CULTURA CORPORATIVA





← VISIBLE

STRATEGY

TACTICS

← HIDDEN
BELOW THE
WATER LINE.
HIDDEN!

CULTURE

cc Michael Sakota
Agilitrix 2012



**CULTURA
FUERTE**

A Spartan warrior in a helmet and armor, holding a spear, standing in front of a wall of spears. The warrior is the central figure, wearing a bronze helmet with a crest and a dark tunic. He is holding a long spear in his right hand. The background is a wall of spears, with many more spears visible in the distance. The lighting is dramatic, with strong highlights and deep shadows.

**LA CULTURA MILITAR
ES UNA CULTURA TÁCTICA
EL HEROISMO ES TÁCTICO**



LA ESTRATEGIA SIEMPRE MIRA HACIA EL FUTURO PERO APRENDE DEL PASADO

ieeee.es
Instituto Español de Estudios Estratégicos



“Romper la continuidad con el pasado, querer empezar de nuevo, es denigrar al hombre y plagiar al orangután.

Fue un francés, Dupont-White, quien alrededor de 1860 se atrevió a exclamar: La continuidad es un derecho del hombre, es un homenaje a todo aquello que lo distingue de la bestia.”

JOSÉ ORTEGA Y GASSET
Historia como sistema, 1941

NATO Crisis Response Planning (CRP)

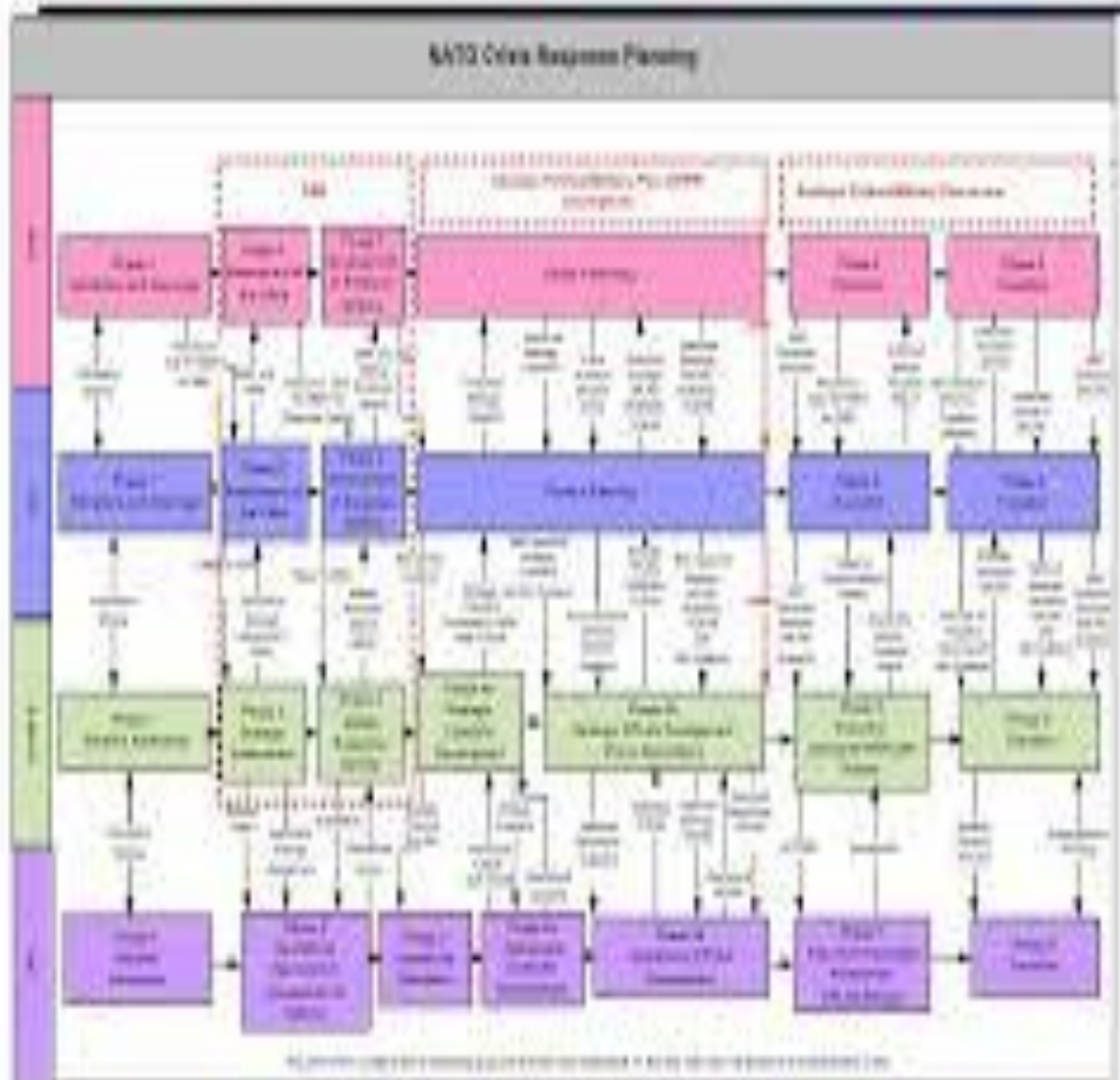
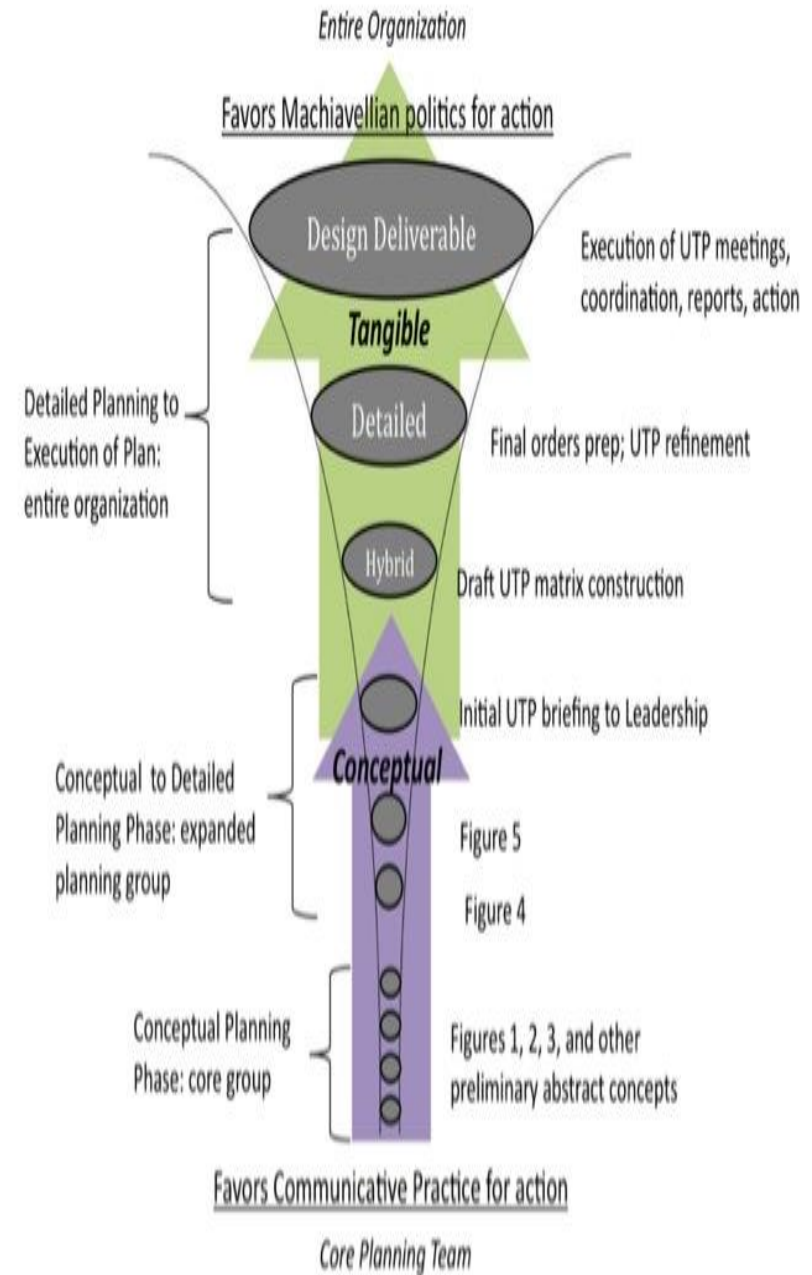


Figure 9: Organizational Exposure to Conceptual and Detailed Planning Products

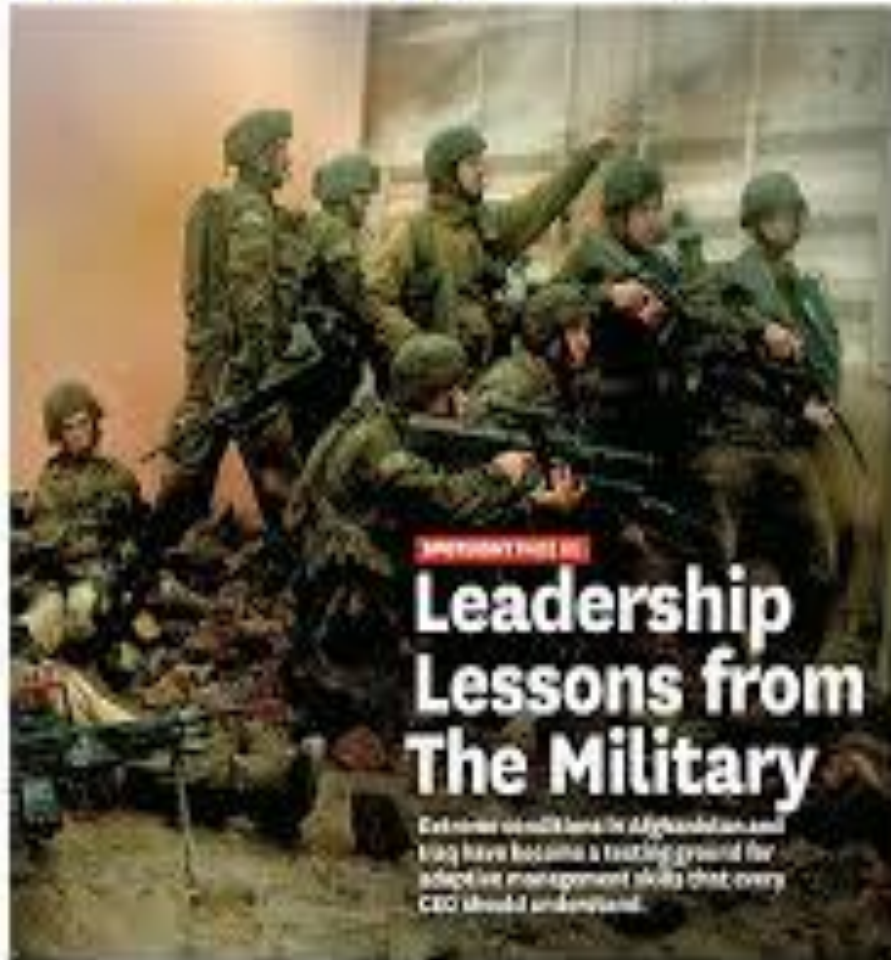


Harvard Business Review

10 QUESTIONS TO
STRESS-TEST YOUR STRATEGY
BY MICHAEL E. HASKELL

HOW TO
FINDING ENTREPRENEURIAL
OPPORTUNITY IN ADVERSITY
BY MICHAEL E. HASKELL

WHAT'S YOUR PERSONAL
SOCIAL MEDIA STRATEGY?
BY MICHAEL E. HASKELL



THE
**LEADERSHIP
CHALLENGE**
A Wiley Brand

LEADERSHIP JOURNAL

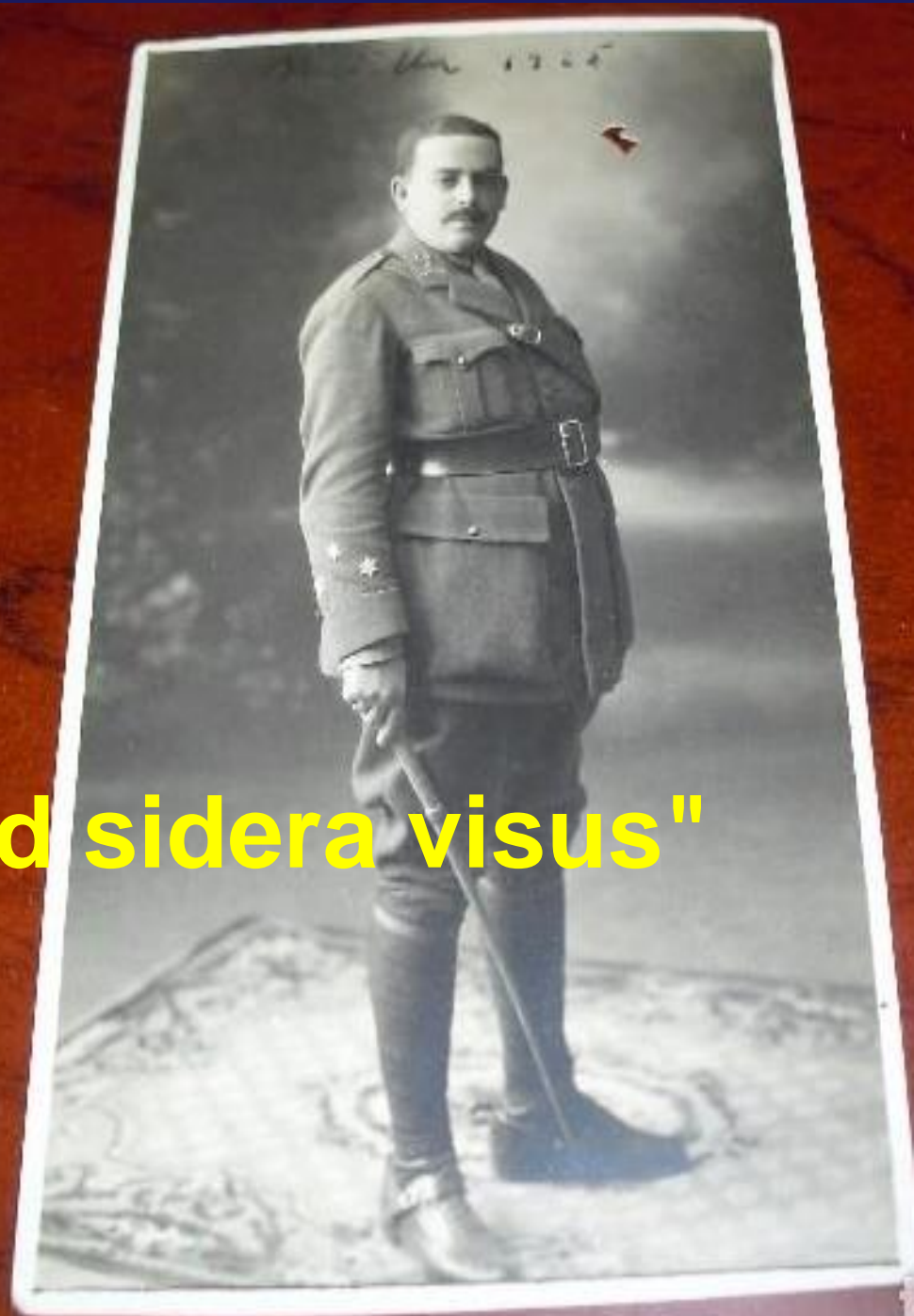
A supplement to enhance your experience with
Learning Leadership by Jim Kouzes and Barry Posner

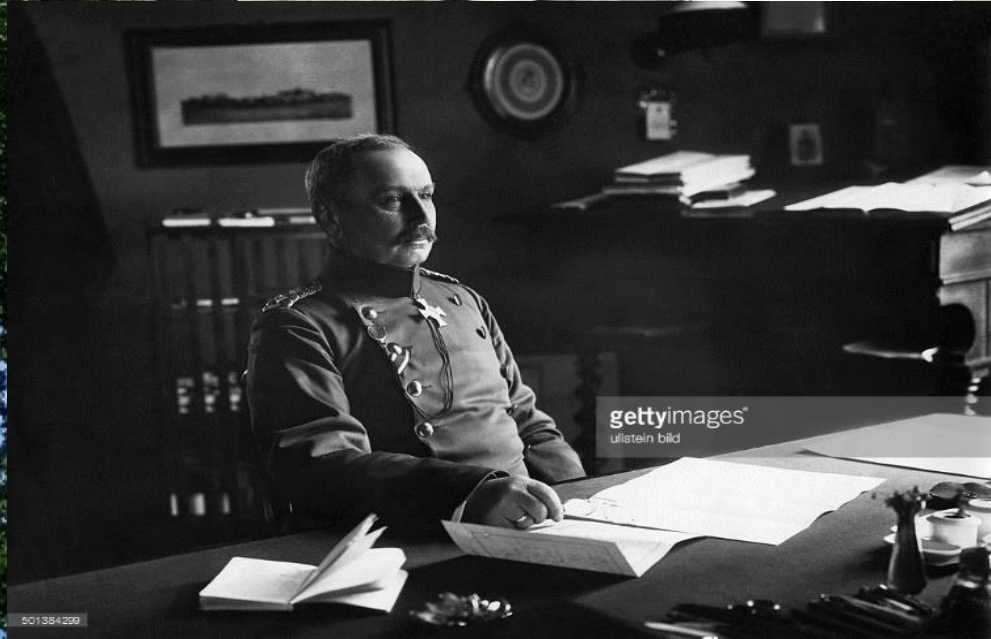


There is leadership potential in everyone, and with the right conditions you can become a better leader than you are today. In *Learning Leadership*, bestselling authors Jim Kouzes and Barry Posner posit that leadership is like any other learned skill, and to become an exemplary leader you must commit to continuous learning and deliberate practice. Supported by more than 30 years of research, *Learning Leadership* explores the five fundamentals of exemplary leadership and offers practical guidance for improving leadership at any level, every day.



"Pedes in terra ad sidera visus"





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ullstein bild

CFPDS

Policy Framework

Education

Training

DP 5

DP 4

DP 3

DP 2

DP 1

Experience

Self-Development

Leadership

War Fighting

Professional Body of Knowledge

		EXPERTISE Tactical to Strategic	COGNITIVE CAPACITIES Analytical to Creative/Abrastact	SOCIAL CAPACITIES Interpersonal to Inter-Institutional	CHANGE CAPACITIES Openess to Paradigm Shifting	PROFESSIONAL IDEOLOGY Internalizing to Stewardship
LEADER LEVEL	SENIOR	Security Expertise <ul style="list-style-type: none"> • Scope and content moves from knowledge to expertise with accompanying expansion to a strategic understanding of the domain of security. • Shift from knowledge to expertise requires ability to apply the philosophy and principles that govern the generation and employment of military capacities (knowledge + philosophy = expertise) and strategic, institutional co-existence among peer ministries, foreign defence agencies. • Expertise at this stage clearly is dependent upon the complementary development in Professional Ideology, a full understanding of the profession of arms. 	Knowledge Creation <ul style="list-style-type: none"> • Able to generate, organize and manage the theory-based body of knowledge applied across the profession. • This goes beyond the analytic, creative and judgment capacities needed to adapt the profession to the external environment, and expands to include the obligation to update and extend the profession's unique body of knowledge so as to ensure that the profession is discharging all of its responsibilities to society in the most effective manner. • Strong parallel to cognitive capacities at advanced academic post-graduate levels; masters the particular academic discipline but also generates new knowledge. 	Strategic-Relations Building <ul style="list-style-type: none"> • Relates to the concept of Leading the Institution, relies on secondary and tertiary influence processes for the senior leader to communicate institutional priorities and strategic intent across organizational systems. • Builds open teams such that immediate subordinates can contribute novel ideas and can critique taken-for-granted assumptions. • Externally focused capacities pertain to building and maintaining strategic relations with others engaged in the broad security arena and related national/government initiatives. 	Multi-Institutional Partnering <ul style="list-style-type: none"> • Focus is external, on changing others' understanding of the military as a strategic political capacity; and internal on implementing internal change initiatives. • In this latter regard, there is an emphasis on the initial stages of anticipating change, effectively contributing to the change, and monitoring and adjusting initiatives over the change period. • Senior leader initiatives exist to transform and improve a team or multiple units, or to attempt learning-organization applications at organizational and institutional levels. 	Stewardship of the Profession <ul style="list-style-type: none"> • Core capacities are related to managing collective professional identity – the key issues of articulating what the profession is, what it stands for and what it believes in. • Able to engage in very abstract reasoning, exemplified at the highest stages of moral/identity development – in particular, the capacity for independent judgment of the profession's core philosophy, ideology and principles. • This capacity is integrated with acquisition of related capabilities in Cognitive and Change Capacities.
	ADVANCED	Defence Knowledge <ul style="list-style-type: none"> • Shift from information to knowledge, incorporating a broad understanding of the CF and defence as key components of security and government functions. • The shift from information to knowledge requires the additional perspective of understanding the rationale and purpose of intended actions; and the generalized outcomes that are to be achieved (information + purpose = knowledge). 	Mental Models <ul style="list-style-type: none"> • Uses inductive and deductive reasoning skills to create, adapt and generalize knowledge both from one's own previous learning and experiences, and from other domains such as professional literatures. • Conducts abstract reasoning and draws on appropriate professional orientation to be able to understand desired outcomes. • Aware of assumptions embedded in the military way of framing issues, testing working hypotheses, operating within the academic discipline of military thinking. 	Group Cohesiveness <ul style="list-style-type: none"> • At this level of larger or multiple units/teams/groups, is involved in aspects of leading the institution, and applies broad influence processes to ensure internal cohesion, fostering commitment and supporting subordinate leaders while also engaging in effective boundary-spanning activities, especially in joint or multi-national operations. 	Group Transformation <ul style="list-style-type: none"> • Able to adapt and align groups or sub-systems to the broadest requirements of the institution while ensuring the tactical proficiency and effective integration of individuals and small teams/sections within the larger formation. 	Cultural Alignment <ul style="list-style-type: none"> • Guides framing of problems, and interactions with others, to apply leader influence to shape or align the extant culture to be consistent with the ethos. • Contains some of the most complex challenges in achieving competing institutional effectiveness objectives – mission success versus member well-being; internal synchrony and stability versus external adaptability and experimentation.
	INTERMEDIATE	Military Information <ul style="list-style-type: none"> • How MOC contributes to larger formation capabilities. • Understanding not only what to do but the context in which this occurs (data + context = information). • Examples: Effects-based operations, impact of instability and conflicts on multinational relations, international law, civil control of military. 	Theories and Concepts <ul style="list-style-type: none"> • Able to reason, moving from the concrete to the abstract, from procedures and rules to principles. 	Individual Persuasion <ul style="list-style-type: none"> • Social skills for leading people, particularly the abilities to effectively influence others "one-on-one" or small-group, using some range of influence behaviours appropriate to the characteristics of the situation, the followers and the individual leader. 	Self-Efficacy <ul style="list-style-type: none"> • Capacities at this stage are focused on the individual's abilities to monitor self-efficacy, engage in self-reflection, make early commitments to self-development, and adapt one's behaviours to the social environment/context in which one is functioning. 	Self-Regulation <ul style="list-style-type: none"> • Conducts basic self-regulation, avoiding obvious ethical violations and not displaying behaviours that erode the reputation, image or credibility of the profession; essentially a journeyman stage of professionalization. • Abides by the principles of the Defence Ethics Program. • Capable of serving as an example.
	JUNIOR	Technical and Tactical Procedures <ul style="list-style-type: none"> • Learning standard Military Occupational Classification (MOC) and sea/land/air procedures. • For initial leader roles, acquiring an overview of such standards and procedures, and small group tactics. 	Theorems, Practical Rules <ul style="list-style-type: none"> • Reasoning at this level is intended to identify the appropriate task procedures, using simple theorems, practical rules or established scientific principles/laws. • When cognitive capacities interact with expertise at the junior level, the two elements function in a 'cookbook' approach to problem solving and task accomplishment. There is limited capacity for innovation. 	Team-Oriented Followship <ul style="list-style-type: none"> • Aware of group norms, minimum leader-style flexibility. • Moderate communication capabilities applied through baseline interpersonal skills, reflecting an awareness of basic influence factors, group diversity issues and non-prejudicial self-behaviour. 	External Awareness <ul style="list-style-type: none"> • Minimal expectation in change capacities would be a generalized orientation and awareness of changes occurring external to the CF, and the CF transformational efforts, as means of signalling the importance of practising openness to externally driven change. 	Normative Compliance <ul style="list-style-type: none"> • Understands the concepts and practices of the profession of arms at an introductory level. At a minimum, practices military group norms, and adheres to discipline demands. • As an ab initio professional (apprentice), looks externally (to supervisors or codes of conduct) for guidance as to the appropriate behaviours in specific circumstances. Internalizes values minimally.

Professional Military Leaders

Expertise Cognitive Capacities Social Capacities Change Capacities Professional Ideology

Senior

Pol-Strat

Systems

Partnering

Paradigm Shifting

Stewardship

Advanced

Intermediate

Junior

Tactical

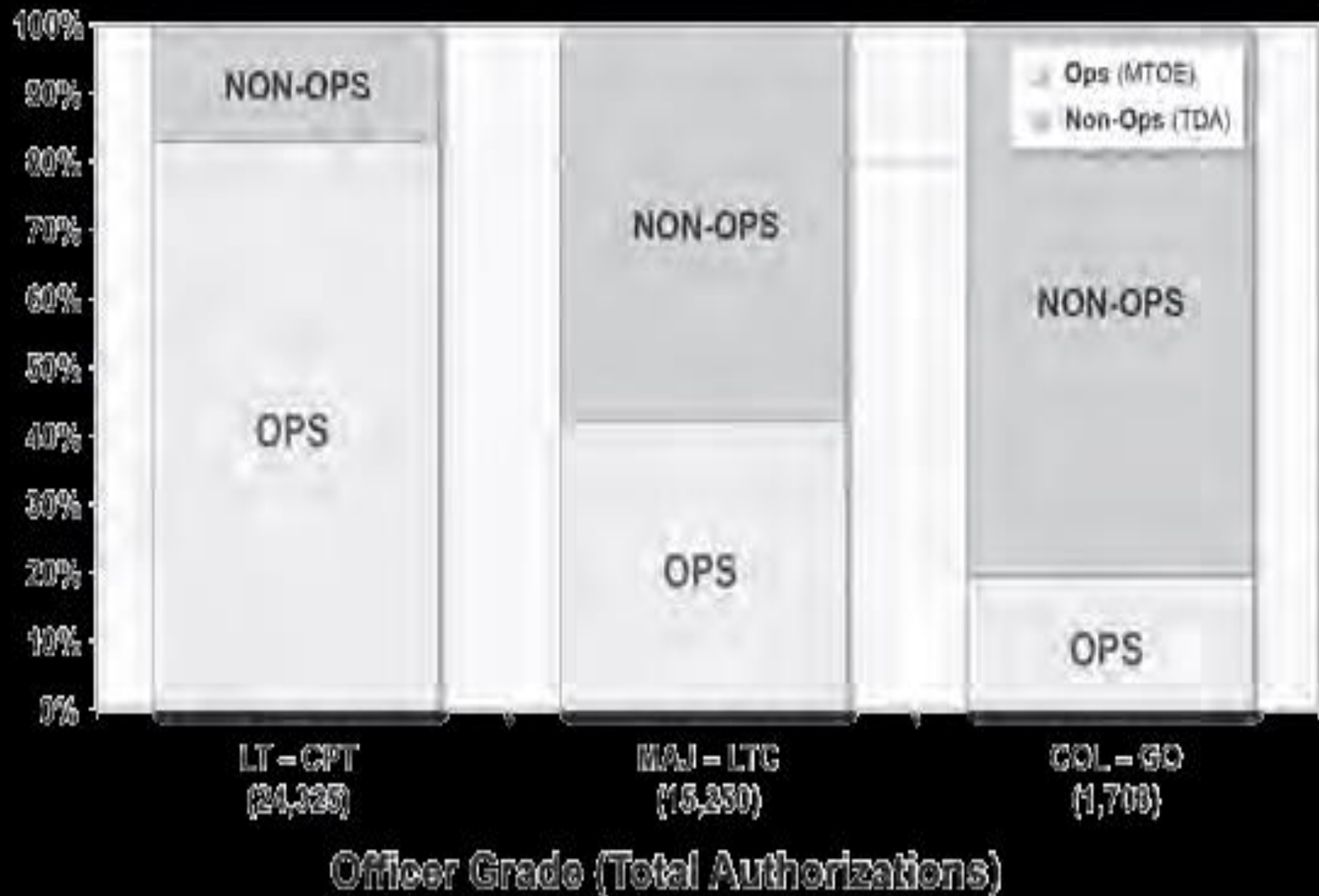
Analytical

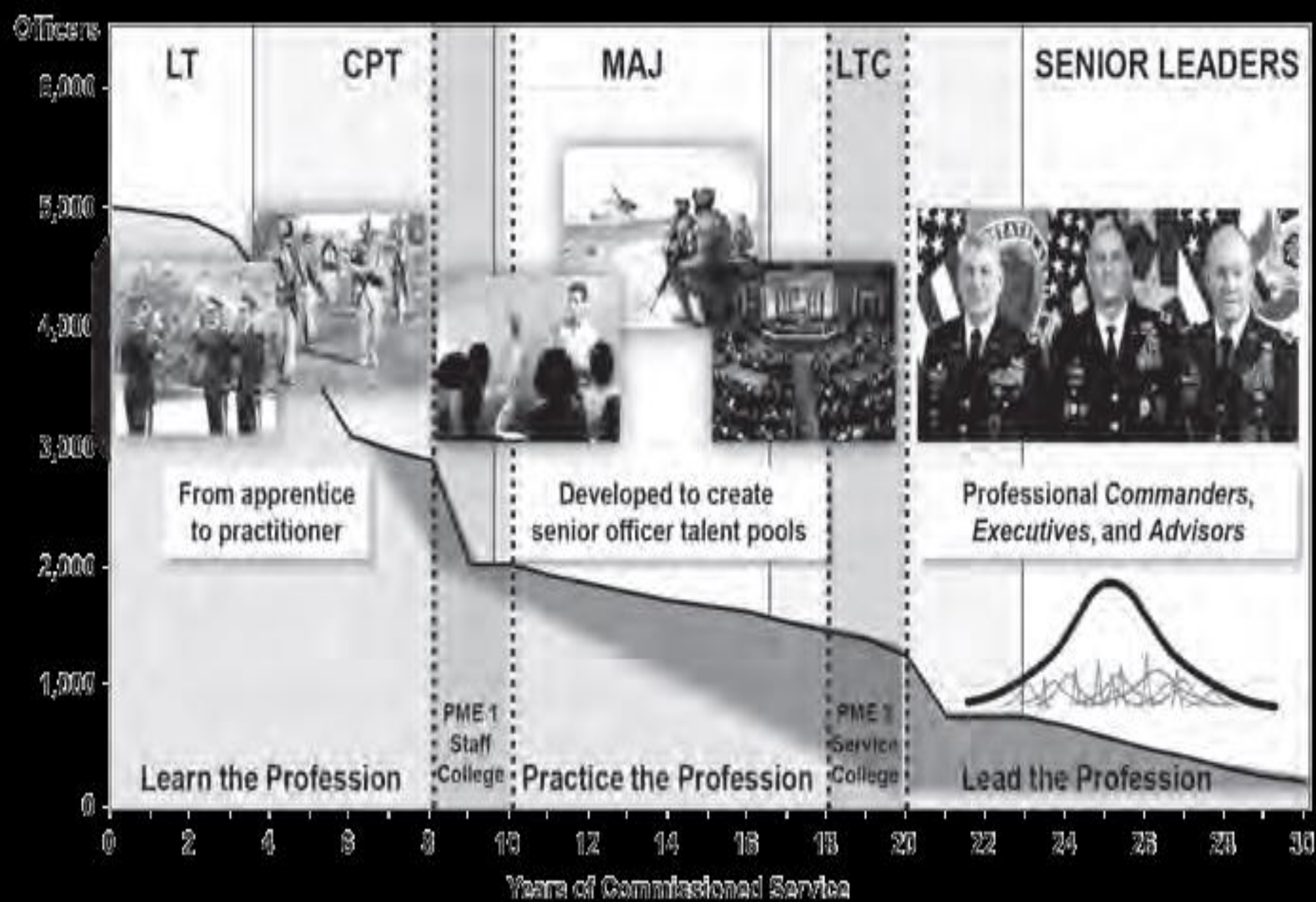
Interpersonal

Open

Internalize

Share of ACC Commissioned Officer Billets Residing in MTOE Units





LT

CPT

MAJ

LTC

SENIOR LEADERS

From apprentice to practitioner

Developed to create senior officer talent pools

Professional Commanders, Executives, and Advisors

Learn the Profession

Practice the Profession

Lead the Profession

Years of Commissioned Service

PME 1
Staff
College

PME 2
Service
College

5,000

4,000

3,000

2,000

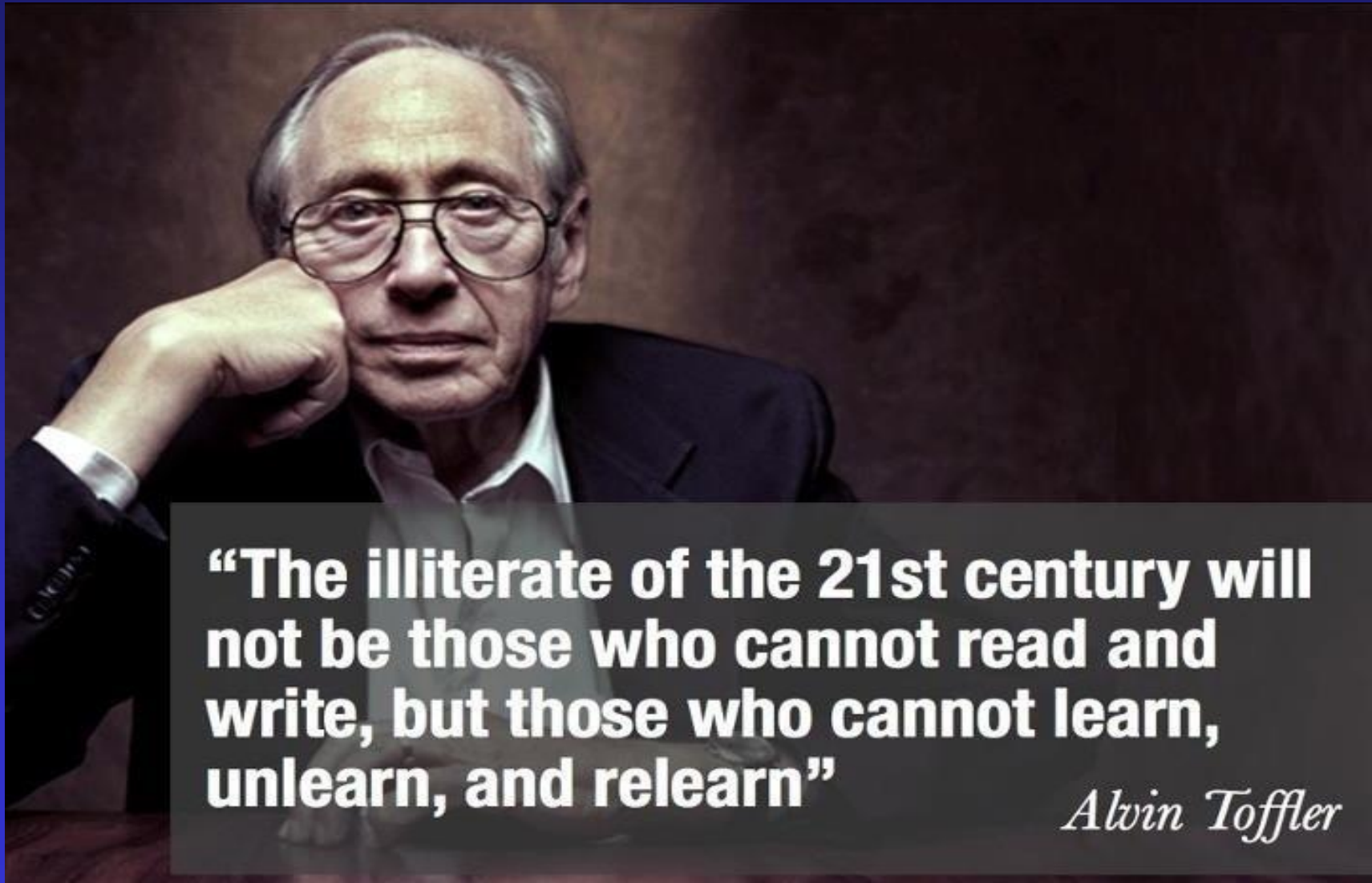
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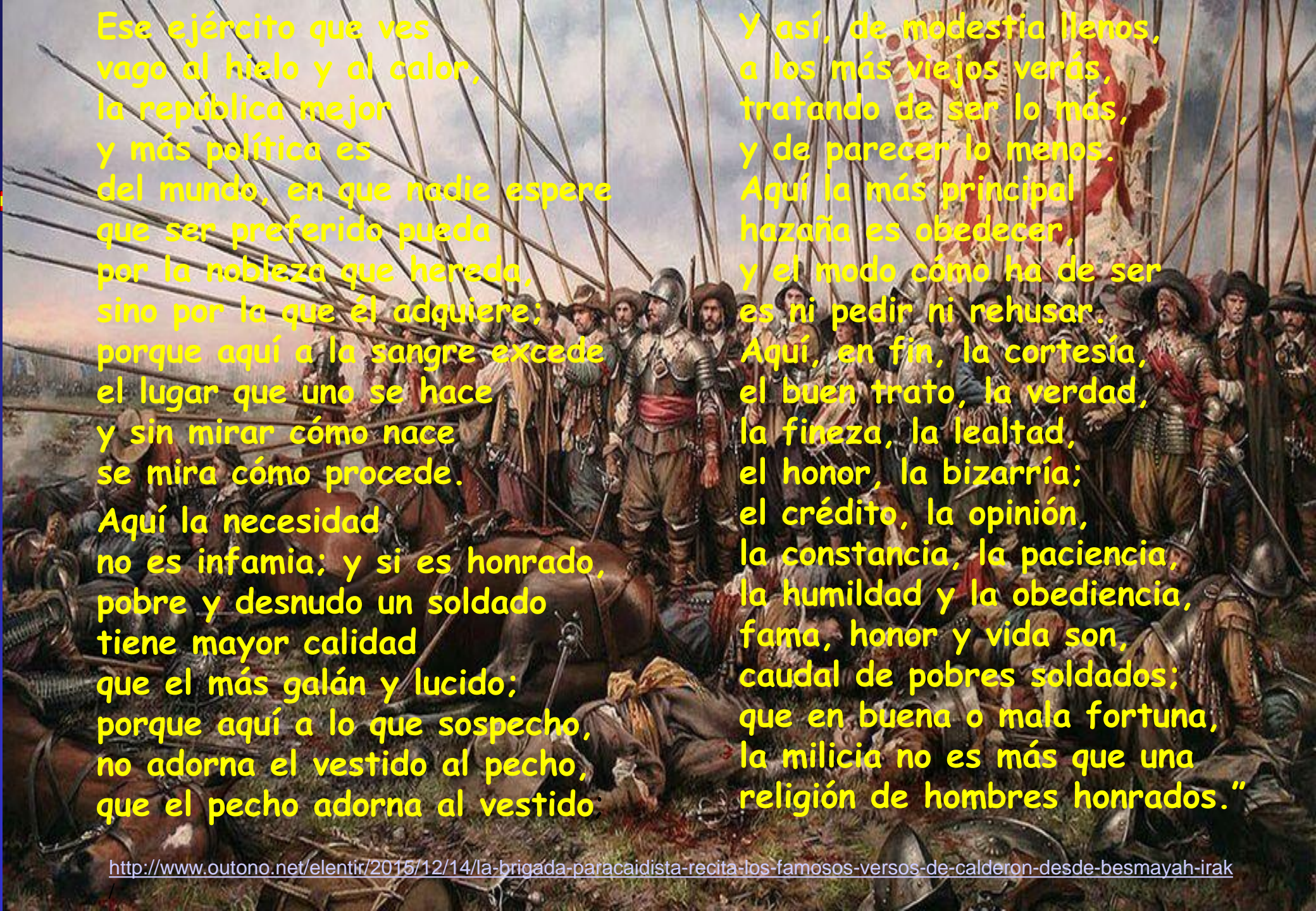


NUEVAS REFERENCIAS



“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”

Alvin Toffler



Ese ejército que ves
vago al hielo y al calor,
la república mejor
y más política es
del mundo, en que nadie espere
que ser preferido pueda
por la nobleza que hereda,
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religión de hombres honrados."

Repensando el liderazgo estratégico

Federico Aznar Fernández-Montesinos

Prólogos: Fernando García Sánchez
Joaquín Nuño de la Hoz y Cañama



Presentación del libro

REPENSANDO EL LIDERAZGO ESTRATÉGICO

del Dr. Federico Aznar Fernández-Montesinos, capitán de fragata,
Instituto Español de Estudios Estratégicos, CESEDEN, Ministerio de Defensa

Intervienen:

D. Alberto Sereno, Secretario General del CSIC

General de Brigada del Ejército de Tierra Miguel Ángel Ballesteros Martín, Director del IEE

Almirante General Fernando García Sánchez, anterior Jefe de Estado Mayor de Defensa

D. Manuel Pizarro Moreno, de la Real Academia de Jurisprudencia y Legislación

Dr. Agustín Guimerá Ravina, Investigador Científico del CSIC

El autor

Miércoles, 23 de mayo, 18:30 horas

Salón de Actos del CSIC, C/ Serrano, 117 - 28006 Madrid

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