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United States Marine Corps
Command and Staff College
Marine Corps University
2076 South Street
Marine Corps Combat Development Command
Quantico, Virginia 22134-5068

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CULTURE THROUGH
LEADERSHIP**

SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES

AUTHOR:
**SERGEANT MAJOR
MICHAEL D.
MARTINET**

AY 2018-19

Mentor and Oral Defense Committee Member: Paulo A. Trijoli
Approved: [Signature]
Date: 2/21/19

Oral Defense Committee Member: LTCOL D.W. HARLOW
Approved: D.W. Harlow
Date: 2/21/19

Oral Defense Committee Member: J.W. Gordon
Approved: [Signature]
Date: 2/21/19

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Approved: _____

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Oral Defense Committee Member: _____

Approved: _____

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Executive Summary

Transforming a Culture through Leadership

Author: Sergeant Major Michael D. Martinet, United States Marine Corps

Thesis: In order to create a new culture within the Marine Corps that maximizes innovation, increases resilience, and adapts to ever changing characteristics of war, the transformational leadership approach needs to be applied at all levels of leadership.

Discussion: Throughout the Marine Corps there are impactful, impressionable, and motivating leaders that continue to inspire the greatest potential from those, which they have a privilege to lead. These leaders are transformational as they set expectations that are more challenging; however, organizations continue to achieve results above the standard.¹ Transactional leaders are much more common within the Marine Corps and it could be argued they are more effective for a warfighting organization. Transactional leadership focuses on the exchange (transaction) that takes place between a leader and follower.² Leaders give subordinates direction, orders, tasks, or guidance and if these are not achieved within standard a punishment is associated; on the contrary, if accomplished a reward could follow. Transactional leadership limits the growth potential of followers. In today's society, young men and women literally have the world at their fingertips accessible through a phone, which has been an unlimited gateway to knowledge. Leaders at all levels within the Marine Corps need to exploit and adapt to an ever-evolving and changing societal culture. In order to create a new culture within the Marine Corps that maximizes innovation, increases resilience, and adapts to ever changing characteristics of war, the transformational leadership approach needs to be applied at all levels of leadership.

Conclusion: Implementing transformational leadership immediately upon a Marine entering the operating forces will magnify the continued transformation in becoming a Marine, while creating and developing a more impactful asset that will be able to influence a positive change in Marine Corps culture.

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Preface

I have served in the Marine Corps for twenty-one years. It took me almost ten years to truly embrace transformational leadership, and that is far too long as I feel I let too many opportunities to influence and impact Marines pass me by during those earlier years. In 2009, I was asked a question that forever changed my views and my approach to leadership. Leadership in and of itself is the opportunity to be a leader. At the time, I was serving as the Staff Non-Commissioned Officer in Charge of Sergeant's Course at the Staff Non-Commissioned Officer Academy aboard Camp Pendleton. Then, Master Sergeant Frank Puebla came in to my office and asked me the question, "Mike, what defines you?" I hesitated for a minute expecting him to elaborate, but all he did was re-ask it, "What defines you?" I looked around my office, and was mesmerized by all my plaques from previous assignments, especially the ones I received just three years earlier when I left the drill field. I responded to him with sure confidence, "I was a Drill Instructor!" With no response, he gave me the most disappointing look I have ever seen and walked out of my office. Once I gathered my composure and built up the courage to walk down the hall, I went in to his office and asked him to expound on his question. "What did you mean, what defines me?" He then enlightened my outlook on leadership that day and I experienced humility in the most profound way. He told me, "When you are gone, dead, retired, or simply move duty stations, and those in which you had an opportunity to influence and lead are asked, 'what defines Gunnery Sergeant Martinet?' He was a Drill Instructor? Really? A moment in your life doesn't define you. No matter what B- billet you held, or how many deployments you have, the Marines in which you lead remember how you treated them, they remember how you cared for them, and most of all, they remember the time you spent to make them better." Revisiting that question daily inspires me to keep going, but I do not think I could

ever truly answer it: only those in which I have had an opportunity to lead can. A leader is defined by the actions of his/her follower. A follower's success is a leader's reward. This question and the ongoing internal struggle to answer it myself inspired me to write this paper. Truly becoming a transformational leader encompasses the pure essence of being a Marine, taking care of those in which we are entrusted to lead. Several individuals had a profound impact throughout my career and inspired me to accomplish goals that alone I do not believe I would have achieved. I want to be that leader to someone else, inspiring those to become better than me.

Transforming a Culture Through Leadership

The choice to become an effective leader within Marine Corps starts first with a commitment to put others before one's self and a constant drive to uphold the history and traditions of the Corps. Becoming a Marine is not an occupation; it is a commitment to a lifestyle and to a culture defined as the profession of arms. Within the profession of arms, strong leaders are essential to the success on the battlefield, but their foundational leadership approach starts in garrison. Strong leadership is more profound than just an opportunity to exert authority; it is a responsibility to teach, coach, and mentor men and women through their lives and inspire them to achieve goals that impact them personally and professionally. It is a privilege to lead the sons and daughters of America and treat them as if they were your own. The Marine Corps mission is "...to defend the people of the United States at home and abroad. To do that, we make Marines who win our nation's battles and return as quality citizens."³ Marine Corps Doctrine Publication (MCDP) 1, *Warfighting*, states that "Leaders must have a strong sense of the great responsibility of their office; the resources they will expend in war are human lives."⁴ In order to create a new culture within the Marine Corps that maximizes innovation, increases resilience, and adapts to ever-changing characteristics of war, the transformational leadership approach needs to be applied at all levels of leadership.

Marine Corps officers begin their transformation of becoming a Marine either at the Naval Academy or Officer Candidate School, whereas enlisted Marines either hump the hills in southern California at Marine Corps Recruit Depot, San Diego, or fight off the sand fleas at Marine Corps Recruit Depot Parris Island, South Carolina. Regardless of the starting point, the development of a Marine begins and it is known as the "transformation."⁵ In its effort to bring together men and women from all around the country with different social and economic

backgrounds, the Marine Corps utilizes several techniques to strip them of their individualism and quickly develop a sense of cohesion. The Marine Corps shaves the recruits' hair so that everyone is similar, the new recruits then take off their individual civilian attire, place it in a box not to be seen until recruit training graduation, and given a uniform so that everyone is dressed the same. From this point forward the recruits are taught a new language--Naval terminology--instructed how to march the same and act in unison when given a command. This is the introduction into a vastly different culture than these young men and women are accustomed and one which is an integral part of their transformation from civilian to a United States Marine. At this point of their transformation, it is particularly important to implement a transformational leadership style to expose and ultimately inspire these young Marines to adhere to the high standards and warrior ethos that have made generations of Marines before them successful. Terms and acronyms are ingrained into memory and repetition becomes a common theme in order to make new practices the norm. Before this life-long journey begins, an individual must be desiring the challenge and thirsting for the chance to become something bigger than oneself, to become part of an illustrious warfighting organization rich in history, tradition, and committed to upholding the legacy laid by many before them. Leaders must not ever let that desire burn out. On 28 June 1999, General Krulak, the 31st Commandant of the Marine Corps, published a Marine Corps Reference Publication (MCRP) 6-11D, titled, *Sustaining the Transformation*. MCRP 6-11D was later republished as Marine Corps Tactical Publication (MCTP) 6-10A with change 1, on April 4, 2018. General Krulak emphasizes the importance of the life long transformation.

Our Corps does two things for America: we make Marines and we win our nation's battles. Our ability to successfully accomplish the latter, of course, depends upon how well we do the former. We make Marines through a process called transformation. During this process, we change young men's and women's

lives forever by imbuing them with our nation's highest ideals. When we make Marines, we make Marines for life, we provide our nation with a legacy of productive citizens, transformed by their experiences while on active duty and enriched by their internalization of our ethos, ideals, and values.⁶

Marines will always be synonymous with the Marine Corps Core Values of honor, courage, and commitment. The three words printed and defined on a red card carried daily by many Marines are reminders of these Corps values by which Marines live. In order to effectively sustain the transformation and continue to be adaptive to an ever-changing battlefield, the Marine Corps will need to make a decisive shift in culture that promotes the transformational leadership style throughout every level of personal and professional development.

Throughout this paper, culture is defined as a way of life where beliefs, values, and behavior norms are accepted and practiced throughout an organization. Beliefs, values, and behavior norms are often exhibited without thinking and are developed through imitation and constant daily practice. The leadership culture currently within the Marine Corps is dominated by the transactional leadership approach that stifles an individual's full performance potential. Yet, in order to continue to develop and empower junior enlisted and junior officers to make decisions in the absence of senior leaders acting only on intent: transformational leadership will need to become the hallmark of Marine Corps leadership culture.

This paper evaluates two main leadership styles that are identified in the Marine Corps: transactional and transformational. This paper argues that the transformational leadership approach is the most effective within the Marine Corps because of an ever-changing environment and the need for innovation at all levels. This paper also evaluates where the process of "sustaining the transformation" is failing. Lastly, this paper offers four recommendations for change within the Marine Corps that could shift its culture and maximize efficiency of subordinates.

Transactional versus Transformational Leadership

Observing leadership throughout the Marine Corps can be summed up in two dominating styles: transactional and transformational. Transactional leadership is the most common style of leadership within the Marine Corps, which is also the first practiced style to all new Marines once they begin the process of transformation. The classic scenes from the 1987 movie, *Full Metal Jacket*, of Gunnery Sergeant Hartman instituting punishment in forms of remediation for recruits' failure to perform to a set standard is a common depiction of leadership within the Marine Corps. Although the theatrical illustration of Marine Corps Boot Camp is embellished, the application of leadership is transactional. Transactional leadership is an exchange of tasks from a person of authority to someone in his/her scope of influence. The task is to be performed at an established level of standard and based on the success of the accomplished task as a reward or punishment will be awarded.⁷ The shortcomings with transactional leadership are the failure to foster innovation and create an environment in which individuals can flourish to their fullest potential. In a transactional leadership approach, development of subordinates is not the priority; accomplishing the mission or task is the focus.

There are three components of transactional leadership: contingent reward, management by exception, and laissez-faire leadership.⁸ Contingent reward is the foundational framework for transactional leadership. Contingent reward is a practice through which the leader assigns a specified task and comes to an agreement on the end state with the subordinate upon completion; a reward is presented based on satisfactory accomplishment.⁹ The other side of this component is the use of punishment as a direct result of unsatisfactory performance. Contingent reward is superficial leadership that can be effective in environments of unchanging characteristics. The process of Non-Judicial Punishment (NJP) is a tool for commanders to use in order to maintain

good order and discipline within a unit, but unless the infraction is malicious, intentional, immoral, unethical, or illegal, then NJP should not be used as the first resource. Another tool for commanders is the process of a competency review board; a process used to evaluate the technical and professional competence of a Marine at his/her rank and billet, it measures his/her effectiveness across a plethora of established standards. NJP and the competency review board process are very effective tools that are at the fingertips of commanders; however, these should not be used as punishment solely for failure, but sustained subpar performance after all other leadership tools have been exhausted. Employing transactional leadership, specifically, the component of contingent reward goes against Marine Corps Doctrine. The fear of punishment suffocates innovativeness. MCDP 1 stresses the importance of eliminating the perceived culture relating to the “zero defect” mentality throughout the Marine Corps.

The Marine Corps style of warfare requires intelligent leaders with a penchant for boldness and initiative down to the lowest levels. Boldness is an essential moral trait in a leader for it generates combat power beyond physical means at hand. Initiative, the willingness to act on one’s own judgment, is a prerequisite for boldness. These traits carried to excess can lead to rashness, but we must realize that errors by junior leaders stemming from over boldness are a necessary part of learning. We should deal with such errors leniently; there must be no ‘zero defects’ mentality. Abolishing ‘zero defects’ means that we do not stifle boldness or initiative through the threat of punishment. It does not mean that commanders do not counsel subordinates on mistakes; constructive criticism is an important element in learning.¹⁰

Management by exception, which is less effective, is the second component of the transactional leadership approach and can be applied actively or passively.¹¹ When a leader is actively employing the management by exception method, he/she regularly evaluates a follower’s progress throughout assigned tasks and interjects with corrective action before completion.¹² The passive form of management by exception is the more detrimental of the two because the leader will not engage with the follower until an error has occurred.¹³ Within the

Marine Corps mistakes or errors can have terrible consequences and the cost of passive leadership could be human lives. A catastrophic example of this approach was very likely the leading factor in the death of Lance Corporal Jason Rother on 31 August 1988. Lance Corporal Rother's death was caused by a series of events where the leadership at multiple levels failed to practice engaged, transformational leadership. Management by exception was the dominating application of leadership during this unfortunate incident; leaders applied a transactional approach with limited engagement. Prior to Lance Corporal Rother being assigned to a road guard detail, he was treated numerous times at the Battalion Aide Station (BAS) for multiple issues/problems: dehydration, back pain, and heat exhaustion and additionally was prescribed Motrin and aspirin for his symptoms just days prior to his death.¹⁴ The corpsman attached to his platoon advised the platoon commander, First Lieutenant Lawson, that the Marines were not being provided enough water in order to sustain the mission.¹⁵ The platoon commander disregarded the corpsman's recommendation and proceeded with the mission, assigning Lance Corporal Rother to the road guard platoon, which fell under another chain of command. There was no turnover between the platoon commanders regarding Lance Corporal Rother's past medical issues, nor was there a clear establishment of accountability. Shortly after Lance Corporal Rother assumed his post alone with only "minimal water, no map, no compass, an 80-pound pack, weapons, and ammunition" First Lieutenant Lawson was reminded by Lance Corporal Adamson of the "two-man pairing policy" within the battalion.¹⁶ First Lieutenant Lawson responded with "I am the Lieutenant and you are the Lance Corporal."¹⁷ First Lieutenant Lawson's handling of the Lance Corporal's criticism in regards to his clear disregard for the battalion's Standard Operating Procedures (SOP) was a clear violation of the trust between a leader and a follower and furthermore, displayed a positional leader's approach using the billet

and rank as authority.

On the following morning, upon conclusion of the exercise, the road guards began to be picked up. There was no pre-established pick up plan for the road guards and units were entangled throughout the training field due to multiple movements the night prior.¹⁸ Lance Corporal Rother's company leadership assumed he was retrieved by an adjacent unit and did not immediately follow up. The failure of leaders to inspect what they expect from subordinates fostered a culture within 3d Battalion, 2d Marines that allowed proper accountability and established SOPs to be violated repeatedly and eventually became an accepted practice. If leaders only inject when or after an error occurs it could be too late. Established procedures can be ignored and if leaders are not engaged, the practice can be accepted as the new norm. Sometimes there will be no visible infraction or negative effect to this behavior. If Lance Corporal Rother's leadership followed established accountability procedures, there is a possibility that his death could have been avoided. On 1 September 1988, Lance Corporal Rother's company commander held a company formation and received 100 percent accountability by all platoon sergeants. It was not until 1730 that night when a discrepancy in the weapons inventory showed Lance Corporal Rother's weapon as unaccounted for.¹⁹ If proper personnel and weapons accountability occurred as assumed by higher headquarters leadership, immediately following the exercise, Rother's absence would have been discovered instantly. The search for Lance Corporal Rother came to a devastating conclusion when his remains were discovered two miles away from a highway.²⁰ An investigation into Lance Corporal Rother's death showed a failure of engaged leadership at all levels through his chain of command.²¹ The failure of the company's leadership to hold the platoon leadership responsible in continuing to perform scheduled accountability and checks directly resulted in false reporting and down to the

fire team level failing to account for their Marines. Within the Marine Corps, leaders do not have the luxury, nor should they, to be part time.

The laissez-faire component of the transactional leadership style is the “avoidance or absence” of a leader and research has shown this element to be the least effective of all within the transactional leadership style.²² This approach, much like the passive tactic within management by exception, is ineffective to follower development because the presence of the leader is scarce or completely absent.²³ Laissez-faire leaders only insert their presence when infractions occur and do not form relationships through constant interaction. This style can create a toxic culture within any organization because junior Marines can perceive the contact as negative because the interaction is only present in order to address deficiencies. Laissez-faire leaders become figureheads of a positional leadership platform that holds only the influential power of its billet or assignment. Leaders are not respected for who they are, but because of their authority. Interaction between leaders and followers must be constant as this allows for the development of the relationship between leaders and followers. Transactional leadership can be effective if used in combination with transformational leadership as tools to reward for outstanding performance and punishment used sparingly in order to maintain good order and discipline. If transactional leadership is the dominating style within an organization, followers perform tasks in order to avoid punishment or to be rewarded and not because they have a shared commitment and desire into the end state of the task or mission. Transformational leadership encompasses a dynamic approach to developing persons to reach their fullest potential while improving efficiency.

Bruce Avolio and Bernard Bass write in their book, *Developing Potential Across a Full Range of Leadership* that research studies conducted showed “Transformational leadership was

higher among Marine Corps commanders of more highly effective helicopter squadrons than those of less effective squadrons.”²⁴ Individuals can make the argument that other factors attributed to the overwhelming success of the more effective squadrons, but undoubtedly leadership lays the foundation of culture within any organization. The transformational leadership approach still allows for some principles of the transactional leadership style to be utilized. Rewarding achievements and punishing shortfalls have their benefits, but within the transformational leadership style these actions are only tools and not the extent of the approach.²⁵ Transformational leaders inspire followers to achieve results above the normal standard and many times exceed the followers’ expectations.²⁶ Leaders who adopt a transformational leadership style establish more challenging expectations and foster a climate of innovation and creativity. Furthermore, they encourage followers to explore new methods in order to accomplish the objective.

Within transformational leadership there are four vital components that set this style apart from transactional leadership. The four components within transformational leadership are idealized leadership, inspirational motivation, intellectual stimulation, and individualized consideration.²⁷ The first component of transformational leadership, idealized leadership, is the crucial framework, which allows this style to truly flourish amongst any group of individuals. Leaders who apply this style of leadership are “respected, admired, and trusted,” not only among those they have the privilege to lead, but also among those they have an opportunity to influence.²⁸ Simply stated, transformational leaders set the example. On 3 January 1995, General Mundy Jr., the 30th Commandant of the Marine Corps, published Fleet Marine Force Manual (FMFM) 1-0, *Leading Marines*, the manual discusses the Marine Corps ethos, foundations, and challenges within leadership. In Chapter Two of *Leading Marines*, a quote

begins the segment of setting the example:

Leadership is a heritage, which has passed from Marine to Marine since the founding of our Corps...mainly acquired by observation, experience, and emulation. Working with other Marines is the Marine Leader's School.²⁹

Setting the example is the hallmark of a true leader, but this takes transparency and the ability of a leader to overcome insecurities. The Marine Corps has eleven leadership principles that are rooted in the minds of all Marines from the beginning of their careers. "Know yourself and seek self-improvement" is one principle that must be evaluated daily by leaders in order to set the "right" example for those around them.³⁰ Within this component of transformational leadership leaders must be counted on to "demonstrate high standards of ethical and moral conduct."³¹

There is no place for authoritarian leaders within an effective organization that expects followers to act a certain way regardless of their own conduct and actions. "Leaders eat last" is a common expectation throughout the Marine Corps, and a deeper perspective, it means a lot more than just allowing junior ranks to get food before those senior. It falls in line with transformational leadership where leaders put the interest of their subordinates before their own and share their risks, failures, and achievements of tasks with their followers.³²

Inspirational motivation is a critical behavior of transformational leaders. Inspirational motivation takes more than just charisma; it is the genuine display and ability of a leader to demonstrate clear communication to followers. Clear communication is the ability of a leader to deliver his/her intent and guidance to subordinates effectively allowing them to grasp the objective without confusion and uncertainty. Motivation and inspiration are fostered through a leader's ability to challenge and place meaning underneath the assigned tasks. Offering the "why" behind given objects and inviting subordinates to partake in the development of plans creates a "buy-in" and shared commitment for all involved. This sense of purpose fuels the

subordinates' determination to excel.

As the Marine Corps continues to develop and train for future conflicts throughout the globe, innovation and fostering creativity will be essential to the continued success expected on the battlefield. General Conway, the 34th Commandant of the Marine Corps expresses the need for innovation in future battles in his vision statement found in a message to the Marine Corps titled, *Vision 2025*:

The Marine Corps of 2025 will fight and win our Nation's battles with multicapable MAGTFs, either from the sea or in sustained operations ashore. Our unique role as the Nation's force in readiness, along with our values, enduring ethos, and core competencies, will ensure we remain highly responsive to the needs of combatant commanders in an uncertain environment and against irregular threats. Our future Corps will be increasingly reliant on naval deployment, preventative in approach, leaner in equipment, versatile in capabilities, and innovative in mindset. In an evolving and complex world, we will excel as the Nation's expeditionary "force of choice."³³

Transformational leaders are instrumental in order to achieve Vision 2025 as they promote intellectual stimulation. Leaders who encourage followers to question the way things have always been done and inspire them to reframe the original problems and restructure processes accomplish intellectual stimulation.³⁴ This approach might be hard for some leaders because their own ideas will be challenged and questioned; leaders must show the self-confidence in this approach because they will be challenged to accept ideas from followers that could have greater potential than their own. In order for this approach to be successful, a shift in culture is needed. Creating a culture where public criticism is not accepted stimulates a climate for followers to try and fail without humiliation. The senior leaders within the Marine Corps have shown a commitment to inspire Marines of all ranks to innovate and have created competitions in order to recognize these individuals. General Neller, current Commandant of the Marine Corps, in his message to the force titled, *Message to the Force 2018: Execute*; he expresses the need for all

Marines to continue to improve and look for innovative ways to develop as a Corps, “We are making key changes in all aspects...I am willing to adjust course if there is a better way.”³⁵

The final component of transformational leadership is individualized consideration, which personifies each individual’s need for achieving success.³⁶ This component epitomizes “teach, coach, and mentor.” Consistently evaluating subordinates’ performance and providing them constructive and individualized feedback will enhance their daily performance. Throughout the Marine Corps this practice is taught, practiced, and expected at all levels through the Marine Corps Leadership Development Program (MCLD); however such an approach can become a checklist for inspections, rather than the genuine development of others. Counseling records for individual Marines are only kept and maintained at their present unit and are not passed on to the next duty station, this can very well stifle the sustained transformation of a Marine.

Individualized consideration encourages leaders to explore new ways of teaching and interacting with each person. Enhancing the relationship between leaders and junior Marines is fostered through effective leader and member exchange which is increased through the genuine understanding of the junior Marines’ needs highlighted by the leaders’ consideration of an individual’s differences in an organization.

Understanding the differences between transactional and transformational leadership is essential to fostering an environment that invites creativity, but more importantly is necessary to create a culture that fosters development of all members of an organization. Transactional leaders fail to develop a follower’s true potential, while transformational leaders will continue to improve efficiency, outcome, and more importantly develop those around them to be more resilient when faced with obstacles. The following stories highlight the potential positive and negative consequences of the transactional and transformational leadership approaches discussed

previously. Both stories are factually based, however fictionalized in order to expound on the possible advantages and disadvantages the two approaches on leadership can offer.

Lance Corporal Johnson

At 0615, a roar echoes through the walls of a barracks, “Fall in!” Marines begin to move with urgency to get in formation as the First Sergeant anxiously awaits all movement and sound to cease. First Sergeant, without hesitation, immediately following the display of obedience, yells “Report!” As the platoon sergeants begin giving their report, an intensified and ire expression begins to paint the face of the first sergeant as the platoon sergeant from third platoon responds with “One Marine UA!” Following the ceremonial aspects of the formation, the company forms for physical training and as they begin to step off for a brisk Monday morning run, Lance Corporal Johnson comes running from the parking lot. His face was tinted with mixed expressions of fear, uncertainty, and exhaustion, but the shades quickly transitioned to failure once his squad leader greeted him, “Johnson, fall in and we will talk later!” Later that day, Lance Corporal Johnson was handed a counseling sheet and was directed to sign it. The counseling depicted his shortcomings and was placed inside of his counseling jacket. This same sequence happened twice over the next few weeks and quickly he found himself in front of his Company Commander for Non-Judicial Punishment (NJP).

During the NJP proceedings he was asked to explain his actions and he stated he had no excuse for being late. Lance Corporal Johnson had been a Marine for just under six months and now has an NJP on his record. His career was not heading in the direction he envisioned it just eight months ago, when filled with excitement he approached the recruiter at his school and said he wanted to be a Marine. Lance Corporal Johnson was quickly labeled as a dirt bag. Although at the NJP proceedings he was asked to explain his behavior, no leader really expressed any true

desire to understand why Lance Corporal Johnson behaved the way he did. Leaders took no real action to explore what was going on and how to intervene in order to understand what was going on in Lance Corporal Johnson's life. His personal and professional goals were quickly diminishing, as he saw no way to rebound in his career in a "zero defect" culture.

From the squad leader to the company commander their actions were justified and in a culture of transactional leadership were seen as efficient. They established a culture within the unit that strongly emphasized reward and punishment in the relationship between leaders and followers. The Marine Corps' culture needs to embody transformational leadership principles, an approach that values all members of the organization and is committed to make them better. This approach could help correct their mistakes and truly embrace the ideology of "each Marine" as the Corps' most cherished asset.

This same scenario could be handled in a different manner with a drastically different outcome and more importantly establish trust, reignite the flame, and shape a culture of genuine transformational leadership. Start with asking "why" five times. The number of five can be changed based on the leader and follower relationship and curtailed to the complexity of the situation. It is a simple word that digs to the heart of any action. This is a key component to critical thinking in which all leaders need to consistently practice. Leaders at all levels should not accept superficial answers to deeper problems and try to improve norms, rather than allowing subpar performance to fester. Asking "why" could draw out important factors that impact the Marine personally and professionally, getting to the root cause could allow the Marine to perform at his/her fullest potential. Lance Corporal Johnson should still be held accountable, but imposing punishment or corrective action without addressing the root factor will never address the deeper problem. Asking the simple question, "Why?" This will start the dialogue in which

leaders at all levels should initiate. Why were you late? I didn't set my alarm. Why didn't you set your alarm? I slept on the couch last night. Why did you sleep on the couch? My wife and I got into a heated argument? Why did you and your wife get into an argument? Because she has not been paying our bills, but started going to the casino during the day and we are in a very bad financial situation and I don't know how to get out." Although this is a fictional scenario, it is not far from reality that many young Marines face as a result of youth and inexperience, making poor decisions that end up harming their ability to perform well.

"Why didn't you come and talk to any of your leaders?" The response to the last question could be the most humbling of all. Transactional leaders do not present themselves regularly and at times can be nonexistent or extremely difficult to approach, whereas transformational leaders initiate and encourage constant dialogue that make followers more comfortable with bringing up concerns and ideas. This method of asking "why" five times is not perfect, nor is it applicable to every scenario, but the concept is relevant often. Leaders must know their Marines beyond the uniform, establishing relationships that allow them the ability to see changes in their Marines day-to-day actions when personal and professional issues affect them. Transformational leaders who have constant contact with their followers achieve this intimate connection. Establishing a culture in which Marines of any rank feel comfortable to approach their leaders and then those same leaders, who show genuine compassion and care for their Marines can prevent many situations from escalating. Knowing your Marines must go deeper than their rank and name, but who they are as a human being.

Lance Corporal Campbell

Thirty days into a seven-month deployment to Afghanistan can start to showcase wear and tear in the minds and bodies of Marines of an infantry company that has been on regular

security patrols in an area of operations where the threat of small arms fire and improvised explosive devices (IED) have been constant. However, due to Captain Tech's leadership approach his company did not decrease in its effectiveness and motivation remained consistent throughout the duration of the deployment. He was very engaged and frequently walked the spaces of his Marines and was found almost nightly at the rack of some lance corporal reminiscing of back home. He was firm and expected maturity and discipline from all of his Marines. He was also well respected for his steady and genuine compassion. After a night security patrol, Captain Tech invited all Non-Commissioned Officers (NCO), Staff Non-Commissioned Officers (SNCO), and Officers to his tent for a meeting. A sister company was battling a rise of IEDs; available intelligence suggested the increase would start to affect his area of operations. Captain Tech challenged all Marines in the company with devising a better and safer way to patrol at night. He understood the mounting risk of patrolling in the dark, but explained to the entire company his thought process and his intent to continue night patrols amongst the increased threat. The Marines understood his intent and saw that he shared risk with them. Because of his clear communication and his constant display of cohesion needed for success, the Marines burned inside with the same commitment to process improvement.

Two days had gone by with no new ideas, but then at chow, a Lance Corporal and his squad leader came running to the Company Commander's table with the biggest smile and puffiest chest he had ever seen. "Sir, sir, I got it...!" Lance Corporal Campbell, who was the fire team leader for 1st Fire Team, 3rd Squad, 3rd Platoon, gathered the members of his fire team and explained to them the company commander's guidance. They discussed multiple options and ultimately soaked q-tips in a jar of broken infrared chemical lights and the idea was a success. Lance Corporal Campbell explained to Captain Tech that positioning a Marine behind the

pointman, carrying the metal detector, a Marine will have a drop pouch filled with these q-tips and he will mark the cleared zone to travel. Dropping the soaked q-tips on the deck allowing all members of the patrol to undoubtedly see the cleared path, and because they were infrared the enemy could not see them until daylight. This method was a huge success and the company had zero IED hits while on foot patrol for the entire deployment. The specific method was adopted by the entire battalion and written into their Standing Operating Procedures (SOP) as a Tactic, Technique, and Procedure (TTP) arguably saved hundreds of lives. Lance Corporal Campbell was awarded a Navy and Marine Corps Achievement Medal for his creative idea, but to Campbell the privilege to carry the company guidon for the next month handed to him by Captain Tech meant a lot more. The company guidon symbolized the heartbeat of the company and through a culture that fostered team above self meant his idea impacted everyone in the company.

Captain Tech practiced transformational leadership and his Marines benefited from his genuine care. He fostered an environment of trust through his actions and practiced behavior of constant conversations with the most junior in the organization. He held every Marine in the same regard and shared the hardships with them. When he asked for their help and emphasized his concerns, he challenged them to revisit the problem, forget about the norms, and explore new ways to achieve success. Lance Corporals Johnson and Campbell are two realistic examples of Marines experiencing different leadership approaches from their leaders. Drawing out the highest potential of subordinates should be a goal strived by all leaders. Leaders can add to and continue to reignite the flame of pride in their subordinates that started once they first set foot on the yellow footprints at recruit training. Marines join the Marine Corps for different reasons, but undoubtedly they possess a sense of accomplishment and drive once they graduate recruit training

and become Marines. Leaders who apply transformational leadership principles throughout a Marine's career will be able to maximize their full potential as a man/woman and as a Marine; this process of continuing to build a person's character and efficiency is called "Sustaining the Transformation."

Sustaining the Transformation

General Krulak impacted the Marine Corps greatly as the 31st Commandant. He introduced many concepts and practices that are still relevant and seen throughout the Marine Corps today such as the Crucible at enlisted recruit training, but arguably one of the most impactful concepts and publications, which is even more relevant now, is MCRP 6-11D, *Sustaining the Transformation*, now known as MCTP 6-10A.

Transformation does not end at the conclusion of entry-level training; it continues throughout a Marine's service-whether that service ends after a single enlistment or last 30 years. Marines maintain standards that are consistent with our corps values of honor, courage, and commitment, and they are held accountable for maintain the legacy of valor established by the sacrifices of those Marines who preceded them. As Marines leave our active ranks, they carry our timeless values with them back to civilian communities, and our nation is stronger for it. This transformation, as timeless as the Corps itself, is our legacy to America.³⁷

The transactional leadership style does not achieve the vision stated in *Sustaining the Transformation*, nor can it fully develop an array of various backgrounds and cultures that are infused with multiple foundations in ethics, morals, and values. Transformational leaders have shown to be successful in shaping the values, ethical decision-making, and morals of junior Marines through their communication, interaction, and they provide a constant example of what to emulate.³⁸ As an institution, the Marine Corps has clearly shifted its priorities in making Marines, developing Marines through Professional Military Education (PME), and continue to emphasize the importance of engaged (transformational) leadership. It is at the operational and tactical level where changes in culture need to shift.

Training and Education

The Marine Corps, specifically, Training and Education Command (TECOM), has made drastic improvements that directly influence and reinforce sustaining the transformation for all Marines. Commanding General of TECOM, Major General Mullen III, in his commander's intent of July 18, 2018, emphasizes the need for a shift in the way the Marine Corps educates its force:

Many of our schools and training venues are firmly based in the "lecture, memorize facts, regurgitate facts on command" model of industrial age training and education. For our schools, it is more about the process of presenting information, and for our students/trainees, it is about what to think and what to do instead of how to think, decide and act... We have to enable them to think critically, recognize when change is needed and inculcate a bias for action without waiting to be told to do so.³⁹

Major General Mullen stresses the importance of developing thinkers, Marines who can look at a problem from a different angle and make a bold decision. As previously referenced in MCDP 1, the Marine Corps needs to foster a culture that invites initiative and boldness. This culture is accomplished through the introduction and continued practice of critical thinking. In order to foster an environment that invites individuals to question procedural normalcies and find better ways to deal with problems, the Marine Corps must also enhance the confidence of leaders at all levels. One vital aspect of a transformational leader is the continuous display of confidence. One must be confident in order to allow subordinates the opportunity to evaluate procedures and or policies that the leader himself/herself might have developed. As stated by Major General Mullen, "We have to enable them to think critically, recognize when change is needed and inculcate a bias for action without waiting to be told to do so."⁴⁰ Major General Mullen's intent and guidance supports the transformational leadership style and has the ability to resonate throughout the Marine Corps. TECOM has the ability to touch and influence every Marine

within the Marine Corps from recruit training to professional military education. Professional Military Education can build a Marine's confidence and maturity while ensuring they can recognize arrogance and immaturity through their learned ability to self analyze. The transformation from society to becoming a Marine starts at boot camp for enlisted Marines. Before 2017, the transformation included lecture-based classes, uniform inspections, repetitive recitation and memorization of key terms and dates throughout Marine Corps' history, hours on the execution of drill and cumulated by handing the recruit, now Marine, an Eagle, Globe, an Anchor upon completion of the Crucible. The presenting of an Eagle, Globe, and Anchor pendent from a drill instructor represented the final step in recruit training and the completion of entry-level transformation from civilian to Marine. This moment in recruit training is till momentous, but no longer signifies the final step in the entry-level transformation.

In 2017, General Neller, approved and instituted a major change in enlisted recruit training: the start of Fourth Phase within the training cycle. The intent was two-fold: it allowed newly-minted Marines the opportunity to embrace their recent accomplishment and begin to transition from authoritarian, transactional leadership exposure to a transformational leadership style. This transition allows new Marines to settle in their new lifestyle and reflect on the new expectations ahead of them. The end state identified was to increase a new Marine's resilience, maturity, discipline, and transition into the Operating Forces. The two weeks increased the time allotted for the interaction between the drill instructors and the new Marines. The framework established provides more meaningful interactions and allows the drill instructors to mentor through the Marine Corps Leadership Development Program's 6 Fs: fidelity, fighter, fitness, family, finances, and future. Another positive end state of this change was the opportunity for the drill instructors to practice the transformational leadership style and better prepare them for

transition back to the Operating Forces once their tour of duty was over.

The College of Enlisted Military Education (CEME) has also begun to make significant changes within its curriculum. CEME encompasses all curriculums for the enlisted Marines throughout their PME progression. The first two levels of EPME consists of Lance Corporal Leadership and Ethics Seminar and Corporals School; both of these courses are held at the unit level, by Marine leaders within the organization. The course cards and materials are designed and provided by CEME. The drawback here is the lack of consistency in the young Marine's experience. This course is the Marine's first exposure to PME and sets the tone for the rest of his/her career. The Marines will get out of it what the command puts in it, regarding priority, focus, and importance. The most recognizable changes recently have been seen in the Sergeants, Career, and Advanced schools as they shift away from lecture-based classes and made way for a more Socratic, critical thinking environment that promotes enhanced communication skills and problem solving. There is a collection of leadership classes throughout all levels of enlisted education as well as the discussion of *Sustaining the Transformation*, at the Sergeants School.

TECOM, Marine Corps University, and CEME have made and continue to make drastic improvements in training and education that supports the Operating Forces. Further implementation of two concepts within EPME could influence the practice of the transformational leadership approach throughout the Operating Forces. The Marine Corps has made resident and non-resident professional military education for enlisted Marines a promotion requirement in recent years. The first recommendation is to build on the momentum of continued education, starting at the NCO level, at Corporals School add a class covering "The Profession of Arms" and transformational leadership, specifically the transition from Lance Corporal to Corporal is one of the most inspiring and influential promotions within the Marine

Corps. As an NCO, the backbone of the Marine Corps, their impact fullness and influence on new Marines surpasses that of higher ranks because of their constant day-to-day interaction. A class on the “Profession of Arms” would add to their commitment and further to their understanding of what makes the Marine Corps and military service unique at a strategic level. This class would encompass, the reading of the book *The Noncommissioned Officer and Petty Officer: Backbone of the Armed Forces* and MCDP 1, *Warfighting*, along with a Socratic discussion on the profession of arms and end with a two page paper on why ethics and ethos are important to maintain the profession of arms. *The Noncommissioned Officer and Petty Officer: Backbone of the Armed Forces* specifically expounds on the empowerment of noncommissioned officers, the profession of arms, and critical thinking. These three vital components are driving factors for the development and application of the transformational leadership approach within the Marine Corps. Transformational leadership and the development of ethical decision making are tightly knitted and increase the awareness of difficult ethical choices that many Marines face on a daily basis in garrison and in combat. Building this confidence, while developing maturity at the NCO level will facilitate the practice of transformational leadership by increasing their devotion to develop their junior Marines and inspire them to encourage their subordinates to create new ways of accomplishing tasks at their level.

Another recommendation is to create a Think, Decide, and Communicate (TDC) leadership package at each stage of EPME that builds on one another and culminates at the Advanced School. There are two weeks devoted to TDC at Marine Corps Command and Staff College with the intent to challenge students to think critically, analyze readings, and then communicate through a paper a stance on a subject. Breaking up these two weeks throughout the EPME continuum could enhance the sustained training of critical thinking and improve written

and verbal communication, thus building confidence of junior leaders. The first week of Advanced School students must select a topic, any topic pertaining to the Marine Corps and approved through their faculty advisor and write an analytical paper (5-7 pages) that offers a recommendation to improve a process. They must then in the final week present their stance amongst their group orally and defend their position amongst their peers. Each academy then selects the top paper and oral defense that is submitted to MCU for determination of a writing award as well as having the opportunity to be published by the *Marine Corps Gazette*. Training and Education Command continues to establish the standard for the Operating Forces within the Marine Corps, but the phase that should be the focus and will make the most impact through the transformation is at the individual unit level.

Entering the Operating Forces

After completion of recruit training, Marine Combat Training (MCT) or School of Infantry (SOI), and a Marine's Military Occupational Specialty School (MOS) the excitement, nervousness, impressionableness, and motivation are at an all time high among Marines as they put on their Service "A" uniform and check in to their first unit within the Operating Forces. Major General Mullen III emphasized this moment in a Marine's career as "critical" and stated the importance of a "warm hand off" from entry-level training to the Marine's first unit is vital in reinforcing the transformation.⁴¹ Located in 29 Palms, California, 7th Marine Regiment has established a new-join practice that is not the norm through the Operating Forces, but should be. Within the 7th Marines' Campaign Plan, new join expectations are stated. This covers in-depth initial counselings, unit history classes, future expectations, command sponsor assignments, the issuing of the unit chest patch, and much more (See Annex A). They have also established a plan if conditions for proper new join receiving are not met, the Regiment will execute the "New

Join Ripper Battle Drill” to provide top cover and assistance as needed. This is discussed and projected during 7th Marines’ monthly new join working group. When the conditions are not right for a unit to receive new Marines, on a case-by-case basis, the Regimental Headquarters will take them in. The focus is on the little things: how to properly wear their gear, stand post (and report) after going through correct Pre-Combat Checks (PCC) and Pre-Combat Inspections (PCI), living in the field, challenging procedures, reinforcement of their General/Special Orders, proper and safe basic range execution and a basic daily routine while not in the field but in the barracks.

The first three months of a Marine’s exposure to the Operating Forces will have a large impact on his/her success or failure throughout his/her career. At the unit level this is an opportunity to sustain the transformation and capitalize on the intense spirit within all new Marines. The most influential actors during this experience are the platoon commander, platoon sergeant, and squad leader. Practicing transformational leadership immediately upon the establishment of a new leader and follower relationship will set the tone for future interactions. Internal confidence of the leader is needed for this positive interaction to occur; if self-confidence is lacking, junior leaders often resort to leading behind their billet, rank, or organizational structure, which is defined as positional leadership. The position, title, or rank assigned to leaders presents an opportunity to influence, however junior Marines will gravitate quicker to transformational leaders who lead through example, rather than by their given authority. To a new Marine, a corporal or sergeant establishes the standard of what “right” looks like through their behavior and conduct.

In a Marine’s first enlistment many counseling, achievements, and failures occur. *Sustaining the Transformation*, provides a very realistic vignette, about two brothers from the

same background who are assigned to two drastically different units, and based on their reception and treatment, they achieve different outcomes. The vignettes describe the journey of the Smith brothers, James and Tommy as they go through boot camp, School of Infantry (SOI), and three months into their first unit.⁴² Through boot camp and SOI they were almost identical with regards to achievements and success, but transitioning to their first duty station was a drastically different experience. Approximately two weeks out from graduating SOI, Private James Smith noticed an unfamiliar Corporal tagging along on one of his patrols and was also seen sitting in the back in a few of his classes. A few days later the Corporal introduced himself to James as his future squad leader, Corporal Wilson and continued asking James about his family, aspirations, and enlightened him on the reception he would receive on graduation day.⁴³ Corporal Wilson also described his leadership and went through the lineage on his new battalion.⁴⁴ A few days later James ran into his brother and told him of the experience, Tommy did not have the same experience, nor did he meet anyone from his future unit. Just before graduation, Tommy finally met a Marine from his new unit, A Gunnery Sergeant who did not talk to them individually, but addressed all new joins collectively heading to his same battalion. The Gunnery Sergeant represented the entire battalion, because he flew in from the opposite coast of the United States and was not even in Tommy's future company.⁴⁵ Once the two brothers arrived at their new units, receptions for each were polar opposites. Tommy was shuffled through the check-in process in mass and was never individualized, James on the other hand was met by Corporal Wilson and escorted to his barracks and immediately assigned a buddy that would assist with the transition.⁴⁶ James quickly grew found of Corporal Wilson and immediately tried to emulate all he did because he showed genuine concern for his subordinates. James was also quickly infused into the squad's cohesion and felt part of the team. Tommy on

the other hand was striving for a role model, but no one immediately impacted him. He turned to those that showed him the most interest, which is typically the case for new Marines who enter the Operating Forces without strong NCO sponsorship: it was the Marines pending separation, Marines struggling to get promoted, and sometimes the Marines who are consistently in trouble and strive for the opportunity to add numbers in their corner. Three months into the Smith brothers entering the Operating Forces, James was newly promoted to Private First Class and Tommy was not because he chose the wrong crowd, which influenced the bad decisions he made. This vignette echoes the importance of the initial impact and how dynamic sponsorship is on new Marines when entering the Operating Forces and emphasizes the importance for individualized considerations, enhancing the pride of belonging, and the value of leaders constantly displaying the example of the Marine Corps Core Values.

Marines can only reach their full potential if given the opportunity to succeed. Understanding that many Marines will encounter obstacles and hurdles throughout their transformation, leaders need to identify this potential and invest their time maximizing interaction. Currently, within the Marine Corps there is no turnover of career progression documentation/counseling that follows a Marine to his/her next duty station. Passing information between units is only required within the Force Preservation Module that focuses on temporary factors that can impact a Marine's life or performance. This study offers a recommendation: institute a module with Marine Online (MOL) that allows the units the ability to upload all MCLD documents within a folder for each Marine. This will allow gaining units to access complete history of a Marines' past performance, personal and professional struggles and achievements, and truly allow the new unit of a Marine to sustain the ongoing transformation. This will also allow the small unit leaders an opportunity to research and prepare prior to their

first interaction of a Marine and optimize the personalization of the initial counseling and goal setting.

Entering Society: The Pinnacle of the Transformation Process

“Once a Marine, always a Marine” is embedded within the Marine Corps ethos. The sense of belonging should never fade once a Marine exits active or reserve duty and joins society as a full time member. Marines no longer in uniform, still serve their country in a different capacity. As mentioned by General Krulak, it is the Marines’ ”legacy to America” to display the ideals of the Corps through society and this can only be achieved by successfully sustaining the transformation through the lifetime of a Marine.⁴⁷ The principles of transformational leadership can empower leaders to have a lasting effect on their followers for a lifetime. An example of a successful transformation into society is that of Adam Driver.

In November 2015, Adam Driver, a recognized Hollywood actor and former Marine in a Technology, Entertainment, and Design (TED) Talk explained what the Marine Corps gave him for the rest of his life and what he is now doing to support the military in the civilian sector. Adam Driver joined shortly after September 11, 2001, for the same reasons many young men and women did, for the sense of duty, obligation to serve, and pure aggression for the attacks conducted on American Soil.⁴⁸ While on active duty, Adam Driver was a mortarman with Weapons Company, 1st Battalion, 1st Marines aboard Camp Pendleton.⁴⁹ Adam Driver only served two years and eight months because he was medically separated after disconnecting his sternum in a mountain-biking accident.⁵⁰ During his TED Talk, Driver discussed what he missed most about being on active duty, his fellow Marines, “a motley crew of people at a cross section in society...that on the surface have nothing in common.”⁵¹ However, as Driver explained, through shared hardships, grieving, and celebration they became a cohesive unit and band of

brothers that would die for one another.⁵² His leaders built cohesion as the culture within his platoon and company fostered a climate where individuals became part of something and self became second. Transformational leaders have lasting effects on those around them due to their emphasis on relationships. Building relationships makes the interaction between leaders and followers impactful and personal, which helps to embody beliefs, values, and behavior norms within organizations; furthermore it fosters the imitation of behavior from leaders to followers. Driver created a non-profit organization, Arts in the Armed Forces, which travels around the world and performs for the military in an attempt to show a different way of expression.⁵³ According to Driver, “Self-expression is just as valuable a tool as a rifle on your shoulder.”⁵⁴ Leaders who apply the transformational leadership style encourage self-expression and inspire a constant exchange of ideas between leaders and junior Marines.

Conclusion and Recommendations

This study offered three recommendations throughout the paper that can increase the prevalence of transformational leadership throughout the Marine Corps, enhancing the sustained transformation of all Marines, raising their performance, increasing their resilience through critical thinking, and shifting the Corps’ culture inviting the Non-Commissioned Officers (NCO) to take the lead in this effort. Continue building on the enlisted education continuum: emphasize the importance of critical thinking and implement at the NCO level of leadership the importance of our profession, the profession of arms, and invigorate empowerment for newly promoted corporals. Another previously introduced recommendation has the potential to increase the detailed turnover of Marines from leader to leader as they transition to new units. Adding a module within Marine Online in which leaders can upload counseling’s throughout a Marines career will allow the gaining unit’s leadership of a incoming Marine to properly prepare and

personalize their initial interaction and counseling establishing the foundation for genuine development.

This paper offers one final recommendation, currently, the Marine Corps has fourteen leadership traits: Justice, Judgment, Decisiveness, Integrity, Dependability, Tact, Initiative, Enthusiasm, Bearing, Unselfishness, Courage, Knowledge, Loyalty, and Endurance (JJIDITIEBUCKLE). These have been present for many years, but to many Marines they are nothing more than an acronym. This study suggests changing the Marine Corps' leadership traits to: Loyalty, Example, Accountability, Dedication, Education, and Reflection (LEADER). These five words embrace transformational leadership. Loyalty displayed by a leader is two-fold, to the institution and his/her followers. Setting the example will always be a hallmark attribute of every Marine leader and embraces the transformational principle of being the mentor and constant example of ethics, morals, and values. Accountability is the attribute that ensures leaders continue to hold themselves and their followers responsible for their actions. Individualized consideration is the principle of transformational leadership that is expressed through dedication. A leader exhibits dedication through constant interaction and personalized coaching and mentoring. Reflection is the cornerstone for all leaders and followers. A person, regardless of his/her role within an organization should never be satisfied with a current state. Reflecting on personal and professional goals of ones' self and of those in which a leader has the privilege to inspire must be constant.

This paper has shown, that although the transactional leadership approach can be effective if used in short intervals and in organizations that do not experience change, transactional leadership can only sustain performance at acceptable levels. Transactional leadership does not raise performance levels; it stifles critical thinking, and fosters a climate

where leaders and followers only perform in order to achieve a short-term objective.

Transformational leaders encourage followers to improve processes, revisit problem framing, increase their sense of worth and enhance their performance by elevating the expectations. The Marine Corps as an institution has paved the way for transformational leadership, however, leaders within the most junior levels need to embrace the transformational leadership principles in order to successfully sustain the transformation. Since 1921, Major General John A. Lejeune emphasized the importance of the transformational leadership approach and sustaining the transformation of a Marine for a lifetime:

Teacher and scholar. -- The relation between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the young men under their command who are serving the nation in the Marine Corps.⁵⁵

The realization of this responsibility on the part of officers is vital to the well-being of the Marine Corps. It is especially so, for the reason that so large a proportion of the men enlisting are under twenty-one years of age. These men are in the formative period of their lives, and officers owe it to them, to their parents, and to the nation, that when discharged from the services they should be far better men physically, mentally, and morally than they were when they enlisted.⁵⁶

Truly embracing the transformational leadership style throughout the Marine Corps will create a warfighting culture that fosters innovation, resilience, and critical thinking that will become a force multiplier and enhance the most powerful weapon in the Corps' arsenal, the Marine. The profession of arms, specifically, the United States Marine Corps is a powerful and committed organization that prides itself in its history and traditions. Aircraft, guns, bullets, tanks, and cannons are useless, stagnate, waste of metal if the minds of those operating them are not continued to be educated, molded, and inspired to perform. The Marine Corps does not rest its legacy to the world on its machinery or equipment, its legacy is carried through its individual

Marines who have made courageous decisions in the face of adversity and continue to inspire the world through their individual actions, reputation, and displayed values fostered through a successful transformation into the Marine Corps culture.

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⁵ Headquarters US Marine Corps, *Sustaining the Transformation*, MCTP 6-10A (Washington, DC: Headquarters US Marine Corps, April 4, 2018), FWD.

⁶ Headquarters US Marine Corps, *Sustaining the Transformation*, MCRP 6-11D. 27.

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⁸ Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*. 3.

⁹ Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*. 3.

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¹² Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*.. 4.

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¹⁴ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*, June 2014, <https://www.mca-marines.org/gazette/2014/06/story-failed-accountability>.

¹⁵ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

¹⁶ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

¹⁷ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

¹⁸ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

¹⁹ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

²⁰ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

²¹ Major Jose Almazan. "A Story of Failed Accountability." *Marine Corps Gazette*.

²² Carol Himelhoch, Ph.D., and Mary Raymond, Ph.D., *Transformational Leadership: The Influence of Exercise Habits on Leadership Styles and Leader Effectiveness*, ed. Michele Hart (Spring Lake, MI: Mind Body Med Press, 2018), 29.

²³ Carol Himelhoch, Ph.D., and Mary Raymond, Ph.D., *Transformational Leadership: The Influence of Exercise Habits on Leadership Styles and Leader Effectiveness*. 29-30

²⁴ Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*.5.

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- ²⁶ Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*.1.
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- ³⁰ Headquarters US Marine Corps, *Leading Marines*, FMFM 1-0. 105.
- ³¹ Bruce Avolio and Bernard Bass, ed., *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*. 2.
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ANNEX A

7th Marine Regiment New Join Expectations:

Upon assignment to 7TH Marines, leaders will ensure all Marines and Sailors receive an efficient reception in order to facilitate rapid integration and unit cohesion.

In-depth initial counseling/interview conducted by the leadership to include personal and professional goals, billet description, interests, and/or concerns.

Unit history incorporated into the welcome aboard brief.

Prepare to March Checklist is issued by the leadership and integrated into the new join policy for the Battalion.

- Initial introduction and certification of the CG's 15 Core Infantry Skills.
- Transportation arranged for all personnel arriving from entry-level school.
- Schedule the Personal Readiness Seminar with base services.
- Command sponsors assigned early and follow-through in person upon arrival to MCAGCC where they supervise BEQ room issue or housing assignment and provide a tour of MCAGCC.
- A member of the leadership will brief all newly arrived Marines and Sailors on policies and expectations for conduct within 48 hours of arrival or prior to the execution of the first liberty weekend, whichever comes first.
- New joins will receive their unit chest patch upon completion of the new join check-in requirements.
- Newly joined lieutenants will conduct a PT session with Ripper 6.
- Newly appointed Company Commanders will conduct an office in-call with Ripper 6.

* If conditions for proper new join receiving are not met, the Regiment will execute the New Join Ripper

Battle Drill to provide top cover and assistance as needed. This will be discussed and projected during the monthly new join-working group.

**The Regiment is actively working with Division, MMEA, and MMOA to better synchronize the integration of new joins to MSEs. Ideally, new joins will PCS/PCA prior to T3 and TSULC to ensure unity of command and unity of effort.