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Foreword
Lt Col Langley Sharp MBE

As I sit down to draft the foreword to the Centre For Army Leadership’s inaugural Newsletter, I do so from the comfort of my home office, stuck in family quarantine, as the echoes of home schooling reverberate from the ‘classroom’ below. Welcome to the new normal, at least for the foreseeable future as our nation, and much of the rest of the world, comes to terms with the most serious public health threat seen in a respiratory virus since the 1918 H1N1 influenza pandemic. ‘Unprecedented times’ (in living memory) is a now well-rehearsed mantra; and with it, new challenges in the way we work, socialise, communicate, not to mention shop…

The sense is that we have barely seen the beginning. There is no overnight fix. The impact of this pandemic will reverberate for years to come, not just in terms of our health but our economy, employment markets, education system, security and social integration. People are confused, angry, scared and lonely, but as in every tragedy we are seeing the very best examples of human nature; spontaneous acts of kindness, community, resilience and resourcefulness (and I don't mean stockpiling).

By its very nature the future is uncertain, rarely more so than now. It is safe to say, however, that we the Army stand on record as excelling amid such uncertainty. As I write, people across our organisation, Regular and Reserve, military and civilian, are working around the clock to launch us onto an operational footing. As the Army has proved in support of many other national calls-to-arm, from the Olympics to floods and fire strikes, we have the ability to respond wherever demand dictates. A fundamental strength that is routinely called upon is our leadership and if there is one capability that will help us all to steady the ship in these stormy waters, it is leadership.

Critically, it is not the sort executed from a position of authority, the type our civilian partners routinely associate with the military. Instead what is required is that to which we are more accustomed to; subtle, reassuring leadership delivered as part of collaborative, cross-sector teams, in dynamic, ambiguous environments. For much of the Army’s work in the coming weeks and months will be in support of others; NHS staff, emergency services and an array of cross-government departments and civilian organisations.

We will not be in charge, nor should we be. But our core skills will be called upon at this critical time; decision-making, planning, communication, operating seamlessly in small teams as part of distributed, multi-disciplinary networks. This is in our DNA. It is mission command, ‘...an approach which promotes decentralised command, freedom and speed of action, initiative and focuses on achievement of intent. Mission command relies on trust, mutual understanding and initiative at all levels, which will be developed by good leadership’.

It is leadership, by example, executed with total professionalism and wrapped with humility, in the best traditions of our organisation. Everyone, of every rank has a role to play. At a time when service to our country has rarely felt more immediate and personal, the Sandhurst motto is applicable to us all;

‘Serve to lead’
The CAL will immediately cease to deliver face to face speaker events.

For as long as limitations remain in place, there will be a series of innovative ways you can continue to develop yourselves and your teams whilst remaining engaged with the CAL.

Speaker series events will be delivered by Webinars from cross-sector speakers. Details will be publicised on Defence Connect and on our distribution emails. Stay tuned for some exciting announcements in the coming weeks.

**Maj Russ Lewis MC**

**The Loneliness of Command**

Major Russ Lewis MC is the Author of Company Commander, a first hand account of his time during Op HERRICK 6. He is now a leadership consultant and a CAL fellow.

**Director Leadership**

**Maj Gen Capps CBE**

Major General Capps CBE becomes the Director of Leadership in April 2020. This will be his first address where he will reflect on Army leadership over the past 12 months and set out his priorities for the year to come.
Previous CAL Speaker Series Events

27 Feb 2020 @ RMAS

JNCO Leadership Day

Leadership challenges in conflict, from the Falklands War to Op HERRICK

View a recording of the full day on the CAL Defence Connect Page

20 Jan 2020 @ ARRC

Prof Gabriel Morin
Dr Chris Kempshall

British Military Leadership Vs French Military Leadership

A summary of an academic study into French and British military leadership

23 Oct 2019 @ RMAS

CAL Conference — Leading in the Digital Age

Video links to the conference

Read the full conference proceedings HERE
Want to expand your knowledge on leadership theory, learn from the private sector or just fancy reading something different? Take a look at these books.

Each month soldiers and officers from across the Army review some of the top trending leadership books. The most recent of which will be advertised here in the quarterly newsletter, click on the picture to read the full review.

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**The EQ Leader**  
*Steven Stein*  
*Reviewed by*  
*Maj Sally Young RAMC*

Steven Stein is a clinical psychologist and the founder and CEO of Multi-Health Systems Inc, a leading publisher of scientifically validated assessments. He is a former chair of the Psychology Foundation of Canada, former president of Ontario Psychological Association and former assistant professor in the Department of Psychiatry at the university of Toronto. He teaches at the Directors College of Canada.

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**Team of Rivals by Doris Kearns Goodwin**  
*Reviewed by*  
*Lt Col Joseph Gosage RE*

Doris Kearns Goodwin is a historical author that specializes in US Presidents. She won the Pulitzer Prize in History in 1995 for No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War Two, and again in 2005 for Team of Rivals.
Get involved...

Interested in becoming a CAL book reviewer? Here’s the deal - we list the leadership titles available, you ask to review the one you are interested in, we send you the book, you write a short review (approx. 300-500 words), you keep the book (bonus), we publish the review for the wider Army. Everyone wins!

If you are interested, then please contact the CAL at: Army-CentreforArmyLeadership@mod.gov.uk

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**Trillion Dollar Coach**
Schmidt, Rosenberg & Eagle
Reviewed by
Sgt Siobhan Stericker
AGC (RMP)

Trillion Dollar Coach is the “Leadership Handbook of Silicon Valley’s Bill Campbell”. Bill Campbell, known by many as ‘the coach’, is highly respected for mentoring and developing leaders in some of the biggest companies such as Apple, Google and Intuit. The book’s authors personally experienced Bill’s mentorship, and how he built relationships, nurtured personal growth and emphasized operational excellence.

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**The Advantage**
Patrick Lencioni
Reviewed by
Capt Paddy Nicholls R WELSH

Patrick Lencioni is founder and president of The Table Group, a management consulting firm specializing in organizational health and executive team development. As a consultant and keynote speaker he has worked with thousands of senior executives in organisations ranging from Fortune 500 and mid-size companies to start-ups and non-profits. He has 11 best selling books.
Lessons Learnt

Why would a JNCO want to become an officer?

What lessons can be taken forward into their new career?

Find out in OCdt Maloney’s honest Leadership Insight.

How Does My Ethos Affect My Leadership?

‘Have you ever spent time considering what is important to you? What defines who you are? Do you know what you stand for, what your key values are? Do you have a personal ethos?’

Read Ex-RSM Moss’s reflections on all of these questions following his departure from the Army.

Did you also know that at the end of each Leadership Insight there is signposting to extra resources and additional questions are posed that allow the Insight to become an instant short workshop for your organisation or team to use.

Institutionalised Army Leadership — Friend or Foe?

Our latest insight raises the question ‘Is the Army Institutionalised’ and if so, is there anything wrong with that?

What are the advantages of institutional leadership traits?

Find out more in Col Hayman’s Insight.
Are you organising leadership training for your unit? We have a variety of off-the-shelf packages and other resources that may help you in your planning.

**Study Packs**

**What Leaders DO study pack**
This study pack is designed to be used as a full or half day activity. It provides a deep dive into Chapter 4 of the Army Leadership Doctrine ‘What Leaders Do’

**What Leaders ARE study pack**
This study pack is designed to be used as a full or half day activity. It provides a deep dive into Chapter 2 of the Army Leadership Doctrine ‘What Leaders Are’

**Online resources**
The CAL have a number of other products that may be of interest to develop your understanding of Army Leadership or when planning a development activity.

- Army Knowledge Exchange Site
- MODNet SharePoint Site
- Army Website
- Defence Connect Page

**Social Media**
Follow us on Social Media to keep up to date with the CAL. Through Social Media you can track and sign-up for our events and be the first to view our new products.

- [Twitter](#) @ArmyLeadership
- [Facebook](#) @ArmyLeadership
- [YouTube Channel](#)
- [CAL Playing Cards](#)