

Linus Dungveckis “Developing a Mission Command scale”

Abstract

This abstract is about my starting research project which will explicate the Mission Command culture. This research will analyse the construct and propose a multi-item measure of Mission Command culture predicated on exploratory factor analysis.

Objective.

Academic and practitioner interest has focused on Mission Command as a method of competitive advantage and as a way to achieve victories in the battlefields. It was analysed and applied in several militaries, including US Army, Israel Defence Forces and The British Army. Existing literature suggests a magnitude views on Mission Command and identifies problems of its implementations in different military operations. Moreover, there are studies, showing that the process of implementation of Mission Command did not achieved desired state. Some of these conclude, that Auftragstaktik (Mission Command) idea understood only as a management/command mechanism, and was implemented only partially, the missing link being the culture part of the concept.

However, much less attention has been devoted to developing a measure of Mission Command culture and limited work has been done to define a measurable multidimensional construct of Mission Command culture

Research is needed to provide an empirically researched measurement tool which will define the dimensions of Mission Command culture and help to measure and find development areas in military organisations.

The purpose of this study is to develop an empirically-based, reliable and valid instrument for measuring Mission Command culture. The research will conceptualize several cultural factors of Mission Command culture and will develop a scale to measure them.

Design, methodology.

Phase 1. Factor descriptors will derive from existing literature and key informant interviews with military researchers and practitioners. Key informants will be asked to formulate all possible factors of the construct. The purpose of this approach is to ensure that items exhibited sound content validity and thereby create starting theoretical model. Then scale items will be created to support theoretical model.

Phase 2. Following the common practice for new scale development, exploratory factor analytic will be used to extract main factors. When interpreted, these factors will replace starting theoretical model.

In Phase 3, concurrent validity will be tested by measuring positive relationships between Mission Command culture and expected outcomes of Mission Command.

Practical implications.

The multi-factor Mission Command culture model could be used both descriptively and diagnostically. Among other things, it presents a practical way to measure an organisation's Mission Command culture, and could initially be used to establish a

baseline level of Mission Command culture. From there, it could be used as a metric to chart the organisation's efforts as it moves to engender Mission Command culture.

Further research

Further research with confirmatory factor analysis is required to test measurement equivalence of these scales - how Mission Command scale differs in different levels of command, different operational environment contexts, organisations, countries.

Also, it can be valuable to measure Mission Command culture Convergent validity with leader behaviour scales (e.g. Transformational Leadership scale).

Moreover, convergent validity might be measured with other scales of organisational culture (innovation scales, LEAN culture scales, organisational culture scales etc.) for possible correlations.