

Understanding the Leadership and Culture dynamic within a military context: Applying theory to an Operational and Business context.

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Abstract

The field of leadership literature is vast and complex. This paper outlines key themes that have emerged and influenced our present understanding of leadership theory. The paper builds on the research of Cameron and Quinn (1999) who worked on identifying and describing the cultural paradigm that organisations have developed. The two key elements of leadership and culture are examined through organisational context, which is an emergent critical factor in current leadership theory. The paper examines the link between leadership values which are common in all organisational contexts and exist across cultural boundaries and contends that the elusive qualities of leadership are contained in universal values. The paper utilizes the British Army's approach and describes how this organisation views leadership, culture and context and how, over many years, it has adapted to meet its own environmental challenges.