

Introduction to the Fourth Edition

The preface to the first edition of this book, published in 1983, affirmed that for too long we had tended to highlight leaders as managers and had downplayed the development of true leaders. The purpose of the first edition was to correct that misplaced focus and to enhance the understanding of the true leadership process. The second edition was published in 1990 in response to an increasing demand for its use as a supplementary text. It was designed to enhance the development of leaders and the concept of leadership in the United States Air Force. The goal of the third edition was to continue to examine the latest thinking about the art of leadership to achieve a better understanding of the leadership process and to improve leadership effectiveness. The fourth edition updates and modifies the previous publications. It emphasizes practical leadership and mentoring. It devotes more attention to servant leadership, the company grade officer, and peacekeeping experiences. The fourth edition also considers the importance of strategic leadership, resource management for commanders, and the link between history and leadership. The fourth edition is founded on the principle that leadership is the art of influencing and directing people to successfully accomplish the mission. This is the key concept upon which Air Force leadership is based. Using this definition for a more structured understanding of the leadership process, the text considers leadership in three dimensions. The first dimension examines leadership in the context of professionalism, and although the professional dimension is examined first in the text, professionalism is the connecting link between the organizational and interpersonal dimensions; it brings *mission* and *people* together. Professionalism is defined, described, and discussed as it is understood and practiced by the military profession. The second dimension deals with organizations as the arena in which professional military and civilian leaders function and is *mission-oriented*. The third dimension addresses interpersonal leadership skills that are directly connected to the art of influencing the behavior of people and is therefore *people-oriented*. The articles in this dimension identify leader responsibilities and skills required to influence people to achieve organizational objectives. The fourth division of the text, titled "Perspectives," provides a broad, high-level overview of leadership and is multidimensional, examining the concepts examined in the first three dimensions.

Selected readings included in the text present a wide range of views from a variety of sources in both the military and civilian communities. In almost every instance, the readings appear in their original form to preserve the integrity of the author's views and to ensure evaluation in the proper context. Where bibliographical comments about authors are included, comments apply to the author at the time the article was written.