

## USAWC Professor strives to develop leaders of good judgment

By Curt Keester 05 December 2018



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As the professor of Leadership and Cultural Studies at the Army War College, Charles "Chuck" Allen has carved a role in developing leaders of good judgment. As a Strategic Leadership faculty member, he challenges his students to apply best practices in strategic leadership, creativity, innovation, civil-military relations, and the profession of arms.

In his nearly 16 years as a war college professor, this retired Army colonel guides his students to relate their studies to world events, and to the demand for their good judgment, creative thinking and ethical decision-making.

"We find that folks are trying to make a difference by providing policy, executing strategy and then really doing their part to help lead other folks in a fashion that is acceptable, but also doing the right thing," said Allen.

Strategic leaders should provide purpose, direction and motivation to accomplish a mission, but most importantly improve the organization, Allen said. "At the strategic level, we think that's more important, because things are more dynamic and also more complex. When you have that dynamism, what you want to have is a stronger vision for what you want to accomplish. You want to be able to understand the systems that are around you, but also understand the people and how they're motivated.

"You want to have a clarity of expectations and also direction where you're headed, and the ability to communicate that well to other people, and then we have to also be agile, humble enough to understand we don't understand all the issues, and smart enough to make adjustments and changes," he said.

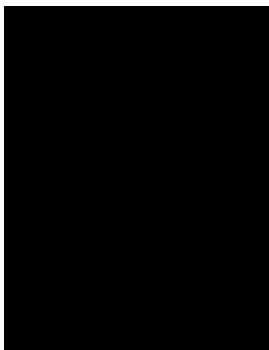
A regular author on leadership issues, Allen was most recently published by The ARMY Magazine about preparing officers for an uncertain future. He remembered being enrolled in the School of Advanced Military Studies program at Fort Leavenworth, Kansas, when his Army colleagues were headed to war with Iraq in 1991. Each of their daily SAMS seminar gatherings began with a quick review of the news and official statements from civilian and military leaders.

"... in practice, we could see application of the instruments of national power distinct from the military deployment of U.S. forces to the region," wrote Allen. "As we examined past military battles and campaigns, we asked ourselves: What lessons should be captured and applied?"

Ironically, Allen and his fellow faculty now open the Army War College academic year with the Introduction to Strategic Studies course, using the Gulf War 1990-91 case study to orient students to the key topics of the year, such as understanding key points to consider when analyzing war at the strategic level.

"Over the coming months, War College students will examine the nature and character of warfare, develop their strategic leadership competencies and prepare to be planners, advisers and leaders as they assume the mantle of stewardship for our profession of arms," he wrote.

When they graduate in June, they will face an uncertain future. Allen asks, "Who knows what case study will be used 10 or 20 years from now?"





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