

Leadership of The 112th Stryker Regiment Combat Team, Thailand

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Abstract. The 112th Stryker Regiment Combat Team serves as a model regiment for the army. Over the past five years, The 112th Stryker Regiment Combat Team has systematically developed its unit through assessments based on the DOTMLPF-P framework, which includes Doctrine, Organization, Training, Materiel, Leadership and Education, Facilities, and Policy. The evaluation identified Leadership as the strongest aspect. This study is a document-based examination of leadership concepts and principles, aiming to explore leadership aspects that can be applied to The 112th Stryker Regiment Combat Team. The study identified five key points: 1) continuously seeking intellectual knowledge on tactical knowledge, technology, and various techniques, 2) building effective team characteristics, 3) fostering mutual trust and predicting each other's actions, 4) working together for mission success and individual motivation, and 5) developing familiarity and exceeding standards.

Keywords: The 112th Stryker Regiment Combat Team; Military; Leadership

1 Introduction

The 112th Stryker Regiment Combat Team serves as a model regiment for the army and has been designated as a Stryker Regiment Combat Team. Since 2018, the army has procured Stryker armored vehicles from the United States for The 112th Stryker Regiment Combat Team, which is a priority unit for the army's reinforcement. Since 2019, the unit has been in transition, adjusting its structure and organization to be "light, economical, agile, and highly efficient" to fulfill the army's six missions effectively. These missions include protecting and honoring the monarchy, national defense, maintaining internal security, preserving public order, national development and civilian assistance, and conducting non-warfare military operations. Over the past five years, The 112th Stryker Regiment Combat Team has systematically developed through capability assessments based on the DOTMLPF-P framework, covering Doctrine, Organization, Training, Materiel, Leadership and Education, Facilities, and Policy. The regiment has continuously advanced in all areas, with Leadership being identified as the best practice [2].

The essential characteristics necessary for an infantry regiment. Several scholarly sources and military analyses provide valuable insights. Key Characteristics for Infantry Regiments include leadership and command structure. Effective leadership is crucial in an infantry regiment. Leaders must demonstrate exceptional decision-making skills, adaptability, and the ability to inspire and motivate their soldiers. The structure typically includes a clear hierarchy with well-defined roles, ensuring effective command and control during operations. Second, tactical Proficiency: Infantry units must be proficient in various combat tactics, including offensive and defensive maneuvers, urban warfare, and guerrilla tactics. They need to be adaptable to different combat scenarios, utilizing both conventional and unconventional

methods. Third, firepower and Equipment: Modern infantry regiments rely on a mix of weapons, including rifles, machine guns, and grenades. They must be well-equipped with the necessary firepower to engage the enemy effectively. For instance, U.S. Army squads have historically integrated a range of weapons to maintain flexibility and lethality in combat situations. Fourth, physical and Mental Resilience: Soldiers in infantry regiments must possess high levels of physical fitness and mental resilience. They endure rigorous training to prepare for the physical demands of combat and the psychological stresses of warfare. Fifth, cohesion and Morale: Strong unit cohesion and high morale are vital for the success of any infantry regiment. Soldiers often form close-knit bonds, which enhance teamwork and mutual support during operations. Sixth, adaptability and innovation: Infantry units must be capable of adapting to changing battlefield conditions and employing innovative tactics. The ability to quickly adjust strategies in response to enemy actions is a significant advantage. [1]

The study of The Army University of The U.S. shows Infantry leaders are responsible for ensuring their units are cohesive, motivated, and capable of carrying out complex missions under stressful conditions. Therefore, effective leadership is critical for infantry units due to the unique demands and challenges they face [1]. So, in this article, I would like to focus on the improvement of the leadership of The 112th Stryker Regiment Combat Team, Thailand.

2 Literature Review

Definition

Leadership is akin to the “lifeblood” of the U.S. Army. When the U.S. Army mobilizes its forces for global missions, its leaders face significant challenges. However, U.S. Army leaders consistently demonstrate superior leadership, rising above difficulties with high-quality leadership that influences soldiers, fosters unit cohesion, and ensures mission success. Leadership is a complex trait comprising various elements that depend on the situation and mission requirements [3]. Leaders must develop their quality, capabilities, and experience to influence the organization, people, and situations effectively. In the complex and demanding battlefield environment, leaders must manage time efficiently and make timely decisions. U.S. Army leaders need imagination and the ability to hypothesize realistic roles or inspire soldiers to take responsibility for their missions and influence people to achieve organizational goals [4].

The definition of leadership encompasses a broad range of theories and concepts. Leadership involves the ability to influence, guide, and inspire individuals or groups toward a common goal. Effective leadership emphasizes governance and the leader’s role in fostering a supportive community environment to drive development [12]. Understanding the concept of leadership is fundamental to developing leadership skills. The essence lies in identifying all critical capabilities and characteristics related to leadership. It is essential to specify, or sometimes not specify the management, organizational skills, or specific leadership skills. However, leaders must maintain success and uphold their leadership roles consistently [13].

Characteristic of Leadership

- 1) Trust Each Other and Predict What Each Will Do - For a team to be strong and effective, all members must trust each other. This trust, more important than having good equipment, is built through shared experiences and strong relationships. Team members must understand and respond quickly to each other’s behaviors [7].
- 2) Work Together to Accomplish the Mission - Effective teams require unity and the combination of individual skills. Supporting each other, promoting the best learning skills, and integrating strong individual skills towards a common goal are essential [2].

- 3) **Meet and Exceed the Standard** - Building an efficient team involves creating familiarity and striving to exceed standards. This requires discipline, fostering camaraderie, standard training, recognition, rewards, and balanced reprimands. Team members should be confident and adept in tactical operations, ensuring they meet and surpass team standards [5].
- 4) **Self-awareness**: It is essential for leaders to know themselves, including their strengths and limitations. They should exhibit self-control, emotional stability, integrity, and resilience. Leaders must possess high ambition, perseverance, and maintain high ethical standards and personal values. They should be recognized for their reliability and demonstrate patience in ambiguous situations [2], [3].
- 5) **Relationship-building**: Leaders should excel in skills that foster social interaction, including political acumen and interpersonal relations. Effective leaders manage relationships with superiors and peers, make positive impressions, and possess strong listening, negotiation, and communication skills. These skills are fundamental for anyone aspiring to leadership [4].
- 6) **Business-savvy Leadership**: Leaders need technical knowledge to plan and manage budgets, coordinate activities, and track organizational performance. They should conduct business with sharp acumen, make effective decisions, and develop strategies to enhance organizational capabilities. Leaders must prioritize tasks and develop efficient business strategies [5].
- 7) **Developing Leadership Capabilities**: Leaders must influence and build teams by setting directions, promoting work standards, and ensuring communication within the organization. They should establish a vision, focus on organizational development, and motivate team members. Effective leaders manage diverse groups and enhance organizational performance through strategic management [6].
- 8) **Talented Personnel, Challenge and Equality**: Effective organizations ensure equality among members. Facing significant challenges helps organizations develop effective problem-solving methods and leadership skills [7].
- 9) **Motivated Personnel, Inspiration and Motivation**: Organizations that inspire their members tend to achieve better performance. Effective internal management can enhance team motivation, leading to improved productivity [8].
- 10) **Outperforming the Competition, Strategic Superiority**: Effective business strategies rely on systematic research and industry knowledge. Business leaders should prioritize research to develop superior strategies and enhance competitiveness [9].
- 11) **Monitoring Systems, Tracking Performance**: Leaders must monitor challenges faced by the management and staff, provide motivation, and ensure cohesive team management. Effective strategic management is essential for organizational success [10].
- 12) **Transformational Leadership, Inspiring Change**: Transformational leadership focuses on inspiring and motivating followers through shared vision and innovation. This leadership style encourages creativity and proactive problem-solving, prioritizing community development and innovation [11].
- 13) **Authentic Leadership, Genuine Leadership**: Authentic leadership emphasizes sincerity, self-awareness, and ethical decision-making. Authentic leaders set an example through reliability and integrity, fostering strong relationships based on community creativity [12].
- 14) **Situational Leadership, Adaptive Leadership**: Situational leadership advocates for leaders to adapt their style based on followers' readiness and situational changes. This approach is essential for local chief executives facing diverse challenges [13].
- 15) **Adaptive Leadership, Complex Problem-solving**: Adaptive leadership addresses complex

challenges by mobilizing communities to solve problems and adapt. This style is crucial for managing the dynamic urban governance landscape [14].

- 16) Practical Strategies of Leadership Enhancement include Leadership Development Programs and customized Training. Leadership development programs should integrate essential skills and knowledge, including vision, public engagement, and cultural policies, to facilitate effective work processes [15].
- 17) Networking and Knowledge Sharing, Collaborative Learning: Building networks and sharing knowledge among leaders is crucial for exchanging successful practices, enhancing strategic effectiveness, and learning from others [16].
- 18) Partnership Building, Collaboration: Leaders should foster partnerships with local organizations, educational institutions, and businesses, contributing to community and economic development [17].
- 19) Monitoring and Evaluation, Assessment Mechanisms: Leadership frameworks should include mechanisms for monitoring and evaluation, aligning with economic growth and cultural engagement, and incorporating feedback from followers [18].
- 20) Continuous Learning, Ongoing Education: Community-centered leadership requires continuous learning. Leaders should promote access to ongoing education, workshops, and conferences, ensuring they stay informed of evolving knowledge and practices [19].
- 21) Effective leadership development is not merely about inspiration but also about practical implementation. Leaders must understand their roles, foster a positive organizational culture, and develop clear strategies that enhance their capabilities. Prioritizing community creativity and vibrant culture is essential for successful leadership.
- 22) Employee Output and Leadership Dynamics: The performance of employees is closely linked to the assignment and allocation of tasks. Key factors to consider include work skills, experience, job stress, and available time. Establishing a performance evaluation schedule is crucial for enhancing organizational value, as it reflects the assessment of employee work [2][3].
- 23) Inspiration: Motivation is a process that encompasses strength, direction, and commitment to achieving goals. Building public motivation often involves challenging activities, including extending work hours as a method to foster increased employee motivation. It is essential for leaders to help individuals understand their roles within the organization [4][5].
- 24) Workplace Conditions: Comfort in the workplace significantly impacts employees' ability to complete assigned tasks effectively. The development of employee performance is integral to improving the work environment. Everything surrounding workers influences their satisfaction, which ultimately affects their ability to deliver positive results for the organization [6][7].
- 25) Visionary Leadership: Leaders must focus on the future and instill a vision that motivates followers. Regular communication is essential to maintain agreement on the mission [8].
- 26) Steps to Develop Foresight: Identify capabilities, analyze areas where leaders may overlook followers, learn to enhance capabilities, and continuously improve personal skills [9].
- 27) Timing and Responsibilities: Leaders must understand their responsibilities and empathize with followers. Knowing when and how to implement plans is crucial for success [10].
- 28) The Dangers of Power: Leaders must manage power wisely, as it can lead to both success and failure. Historical misuse has often led to the downfall of leaders, institutions, and nations [11][12].
- 29) Servant Leadership: Servant leadership is characterized by a leader who embodies strength

and a commitment to serving others. It is often more effective than traditional forms of leadership. Characteristics of Servant Leaders include leading in the best direction, focusing on organizational growth and development, fulfilling responsibilities diligently, listening to followers genuinely, being humble and fair, and sharing power to enhance empowerment and autonomy [13][14].

Effective leadership requires a blend of interpersonal, technical, and strategic skills. Trust, teamwork, and high standards are essential for building strong teams. Leaders must possess self-awareness, relationship-building skills, and business acumen. They should focus on developing leadership capabilities, fostering a motivating environment, and prioritizing continuous learning. Additionally, leaders must understand the dynamics of employee output, inspire and motivate their teams, and create a comfortable workplace. By incorporating these elements, leaders can effectively guide their organizations toward success.

3 Conceptual Framework

The diagram illustrates a hierarchical relationship between Personal factors, Leader factors, and Support factors, all of which contribute to the development of Stronger Leadership. Personal factors are foundational elements that directly influence the Leader's qualities and abilities. These include adaptability, physical and mental readiness, building trust, inspiring subordinates, continuous learning, empowerment, and creating a positive environment.

The Leader is the central figure in the diagram, embodying the qualities and behaviors resulting from the personal factors. A strong Leader is expected to build trust, develop long-term plans, inspire subordinates, foster knowledge growth, empower individuals, and cultivate a positive work environment. Support factors are external elements that can enhance the Leader's effectiveness and contribute to Stronger Leadership. These factors include building a high-performing team, creating networks for knowledge sharing, continuous learning, and evaluating work performance. Therefore, the diagram suggests that personal factors are the building blocks for a strong Leader, and Support factors provide the necessary resources and environment to enable the Leader to achieve their goals and foster Stronger Leadership.

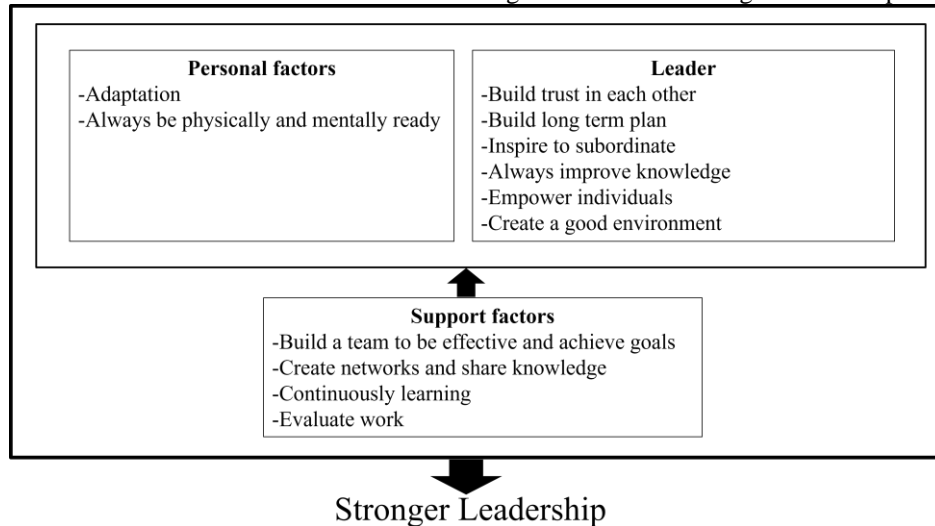


Figure 1. Conceptual Framework
Source: Authors

4 Discussion

Based on the literature review, five characteristics can improve the leadership of the 112th Stryker Regiment Combat Team: Expanding Knowledge of Technical, Technology, and Tactical Areas, Characteristics of Effective Teams, Fostering Trust and Predictive Capabilities, Working Together to Accomplish the Mission, and Familiarization and Exceeding Standards.

1) Expanding Knowledge of Technical, Technology, and Tactical Areas

Continuous learning is essential for military leaders, particularly those in The 112th Stryker Regiment Combat Team, who must possess solid foundational knowledge relevant to their roles and continually seek to expand their understanding [2].

- a. **Expected Outcomes:** Leaders in the regiment should maintain a strong grasp of their responsibilities and engage in ongoing learning to enhance their tactical and technological knowledge [3].
- b. **Method:** The unit will implement a structured testing and evaluation process for personnel upon assuming or during their tenure in specific roles. Monthly assessments will include both theoretical and practical examinations to ensure personnel understand their responsibilities and can perform effectively. Those who do not pass will retake the tests, and if they continue to fail, they may be reassigned. Additionally, the unit will support personnel in pursuing further education, both in the military and civilian sectors. This includes scheduling classes during and after working hours, inviting expert instructors for preparation, and establishing partnerships with educational institutions. Personnel interested in obtaining degrees will have opportunities to improve their qualifications, which will factor into promotion considerations [4].

2) Characteristics of Effective Teams

According to Norman M. Wade, effective teams are crucial for organizational success, alongside Dr. Adrian Lawrence P.'s emphasis on networking and knowledge sharing and Tom Marshall's insights on timing and responsibilities.

- a. **Expected Outcomes:** Leaders of The 112th Stryker Regiment Combat Team must be adept at forming efficient teams and managing personnel effectively within various functions while fostering networks for experience and knowledge sharing [5].
- b. **Method:** Regular meetings will be held to evaluate each officer's strengths and weaknesses before personnel are assigned to specific roles. These evaluations will consider the missions at hand and include selecting appropriate teams. Continuous performance assessments will help adjust personnel assignments as necessary. Each team will focus on building camaraderie through shared activities such as exercise, communal meals, and constructive feedback sessions. Networking with other organizations, such as local authorities and private sectors, will involve monthly events to exchange knowledge and experiences, promoting collaborative efforts to ease workloads through leader-led discussions [6].

3) Fostering Trust and Predictive Capabilities

Norman M. Wade emphasizes the importance of mutual trust and predictability within teams, while Hogan and Kaiser Robert highlight interpersonal relationships. Dr. Adrian Lawrence P. discusses leadership development programs, and Tom Marshall stresses foresight and goals.

- a. **Expected Outcomes:** Leaders in The 112th Stryker Regiment Combat Team must cultivate a team environment characterized by strong interpersonal relationships and mutual trust,

setting clear goals for continued team development [7].

- b. **Method:** The unit will conduct regular small-group meetings to ensure alignment across departments and mitigate conflicts arising from differing opinions or complex tasks. When evaluating performance, leaders must focus on fair and equitable assessments to avoid discord. Workloads will be distributed evenly, and before commencing tasks, teams will collaboratively set short-term, medium-term, and long-term goals through brainstorming sessions, ensuring all personnel share a unified vision for success [8].

4) Working Together to Accomplish the Mission

As emphasized by Norman M. Wade, successful collaboration is vital for achieving mission objectives. Additionally, the importance of motivated personnel highlighted by Hogan and Kaiser Robert, along with the inspiration drawn from Degdo Suprayitno, reinforces this concept.

- a. **Expected Outcomes:** Leaders within The 112th Stryker Regiment Combat Team must foster intrinsic motivation among their units, aligning them toward shared goals and collective success [1].
- b. **Method:** To create a competitive work environment, the unit will implement strategies that go beyond traditional promotion considerations. Additional rewards will be offered to outstanding performers to enhance motivation. Furthermore, leaders will regularly communicate the overall mission goals and the unit's successful outcomes, possibly using informal discussions or video presentations. When personnel are diligent, fair, and supportive of one another, it benefits the unit as a whole. For instance, planning for drivers to take daily care of the Stryker armored vehicles is crucial. Leaders will educate personnel on the importance of maintaining the vehicles, emphasizing that neglect could hinder mission success and erode commanders' trust in the unit. Additional rewards will be allocated to drivers who excel in vehicle maintenance [3].

5) Familiarization and Exceeding Standards

Norman M. Wade highlights the importance of exceeding standards, while Hogan and Kaiser Robert emphasize the need to outperform competitors. Dr. Adrian Lawrence P. focuses on situational leadership as a key component.

- a. **Expected Outcomes:** The 112th Stryker Regiment Combat Team leaders must ensure that personnel maintain high-quality and efficient performance, continuously improving effectiveness across all situations [4].
- b. **Method:** The unit will set specific performance goals for each task and implement evaluation metrics. Following assessments, strategies for enhancing efficiency will be explored, gradually increasing workloads while reducing completion times. The unit will aim to raise the difficulty of tasks, encouraging personnel to maximize their efforts and apply their skills. If knowledge gaps are identified, personnel will be prompted to seek further education, thereby improving overall performance through strategic planning. For example, tactical exercises for small units will be evaluated, with new, challenging rules introduced based on performance metrics, such as reducing time limits or adding new types of shooting exercises [5].

5 Conclusion

Leadership development within The 112th Stryker Regiment Combat Team requires ongoing engagement with various scholarly principles, recognizing differences and similarities.

Clear goal setting, effective methodologies, and qualitative evaluations must be coupled with team-building efforts and ethical leadership practices. By adapting to current environmental contexts, the regiment can enhance the effectiveness of its leadership development initiatives.

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