

Senior Emergency Relief Logician from a 3PL

'We balance model vs environment. 80% of our modality is basic and repeatable, 20% is specialised relating to the event'.

Senior Emergency Relief Logician from a 3PL

The literature indicates the training and preparation cycles for NGO's are influenced and by events, in a period where there are no crises funding and donations are reduced. The response from the commercial emergency logician gives an indication of how much effort goes into the preparation of teams and individuals for HSC operations.

'We already know how, we just need to work out the what'.

Multiple respondents.

This answer was based on the leadership inherent in the military but also the familiarity within established organisations.

'I had to develop training programmes for locally recruited people, this meant we had to train as we delivered care and managed receipt of our stores'.

Senior NGO clinician Liberia 2014

The interviewee was full of praise for the courage and willingness to learn of the locals recruited into the ETU, nevertheless having to train and deliver real time care must affect outputs. This experience appears to be a familiar one, significantly impacting on the ability to learn from experience.

Learning and Leadership

'I spoke to the team and we discussed what had happened, mistakes do happen in spite of our best efforts, the key message was to learn from the experience and put this behind us'.

Civil Servant Supply Chain Specialist

Lessons are recorded and disseminated widely across the MOD. This process supports continual development of systems and practice; sustaining experience mix and ensuring corporate memory endures. The interviewees identified embedded learning as a contributor to success in the humanitarian supply chain and operations, as issues were identified previous lessons were implemented as well as new ones. An example is the changes implemented in the Depot as the 2014 Ebola crisis evolved; lessons were shared via 3-hour briefing rhythm to keep team members up to speed.

'Over the first three weeks charter flights arrived into theatre half empty, at €860k each it was a significant cost. We chartered two aircraft and ran flights into theatre every second day. We had sixteen different customers using the service, costs were reduced fivefold'.

Senior Emergency Relief Logician from a 3PL

The response indicates the leadership which may be applied to the HSC where operators collaborate, the insistence of a separate supply chain for each organisation was having a detrimental effect overall. The intervention of the 3PL, streamlined the HSC and reduced costs. Had other organisations had a learning culture this congestion could have been avoided.

Reach and Depth

'We were able to reach all the way back to the depot and influence packing, prioritisation and routing if needs be'

Military logistician West Africa 2014

'We understood what was needed forward and spoke the same language, and had shared experiences'

Military Logistician depot 2014

The military respondents agreed on the importance reach back into the strategic base; this is routine on operations and the supply chain operated in the same manner for HSC. The long experience of military supply chain operators and strategic base specialists was identified as key to success in the HSC. Experience meant operators were able to provide leadership in order to meet the requirements of the military logisticians and clinicians during the Ebola crisis of 2014.

'I controlled the situation and led the people'

Civil Servant, Supply Chain

This respondent also practised the servant leadership model, emphasising the development and empowerment of team members.

Agility and Response

'We were able to change, circumvent and ignore process if it decreased response times, suppliers were very understanding, one that was never compromised was safety'

Civil Servant, Supply Chain

While NGO's and the UN can respond quickly at times, as demonstrated in the Caribbean in 2016 on occasion it can take time to marshal funding, staff and mandate to intervene. The interviews revealed a quick response time within the military logistics community, although not the lead, the military were able to organise and tailor an existing formation to deploy swiftly and in sufficient numbers to make a difference.

'We sent logisticians, engineers, and medics to help displaced persons, they were extremely busy, and some were affected by what they saw. Those who did not redeploy remained at readiness in Macedonia 'just in case'.

Military clinician Macedonia 1999

This is an example of how and unplanned HSC can be generated from a generic template to respond to an emerging need. This was also evident in the responses of the civil servant responding to crises through innovation and acceptance of risk much greater than normally delegated

'My letter of financial delegation came through in days not weeks, the MOD can do anything if it decides to.'

Civil Servant Supply Chain Specialist

This quote in many respects sums up the capacity and ability to respond and sustain the HSC and wider humanitarian operations in support of the UK, or other organisations.

Communication

'Communication was by far the most important aspect of our relationships in the HSC'.

Senior Emergency Relief Logician from a 3PL

'In a commercial supply chain a mistake may mean the loss of a 1000 kroner TV, in the HSC a mistake, could lose or delay a vaccination costing lives, it is completely different'.

Senior Emergency Relief Logician from a 3PL

Leadership has many descriptions and contributory factors, one component of successful leadership which is common to all models is communication, effective communication. All interviewees cited clear communication as a key factor in HSC, in the preparation, delivery and recovery phases.

'Where we communicated directly(with the military), it worked well, when we had to work through intermediaries, it caused problems.'

Senior Emergency Relief Logician from a 3PL

Diplomacy and Tact

'As we were not the lead organisation, it required a mixture of leadership and diplomacy to advise OGD's and NGO's to review their methodology'

Military logistician West Africa 2014

'I used tact and diplomacy to ensure other NGO's delivered the right support to my facility; when we had difficulties the 'country lead' was a great asset, a communicator. Other NGO's and local leaders were happy to listen'

Senior NGO clinician Liberia 2014

Protection vs Push

The interviewees, despite service from the Balkans in the 1990's to West Africa and the Caribbean in 2014 and 2016 had never had to choose between force protection or the conduct of humanitarian operations. This was unexpected, based on the age and experience of the sample. However as a finding it is valid and illustrates the rare occasions where HSC operators resort to force to achieve their aims.

Discussion and Conclusions

A limitation of this study is the military background of the majority of the interviewees, their deep understanding and experience of supply chains and the HSC made their responses valid and insightful. A balance was struck with the inclusion of a 3-PL provider, civil servant and an NGO clinician, with equal experience and understanding.

This study has shown that leadership is understood to have a positive impact on HSC operations, it may not be expressed explicitly, but implied through other aspects of the HSC, communication, diplomacy, co-ordination, but it is always there, a central plank of the military approach to any and all operations. It is the incorporation into other aspects of the HSC which may explain the paucity of discrete papers devoted to leadership in the HSC. The pursuit an early acceptance of the military presence and the inherent capability within their organisation would enable NGO's and OGD's to concentrate on discrete aspects of their operations, identifying the population at risk and opportunities for longer term projects while allowing their supply chain specialists to benefit from the capacity and experience of military logisticians.

Military leadership and presence may not always be welcomed in the HSC or on humanitarian operations, it is however frequently relied upon to enable and empower the actions of other HSC stakeholders, it is testament to the leadership qualities of the armed forces that they have been able to lead and support without side-lining, enable without alienating and guide without directing disparate organisations and maintain relations with them throughout critical situations, rewards come in many forms, for the military leading in the HSC it is the knowledge of a job well done.

References

- Adair, J. (1973). *Action-centred leadership*. London ; New York: McGraw-Hill.
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The leadership quarterly*, 14(3), 261-295.
- Ashdown, L. (2011) 'Humanitarian emergency response review', Humanitarian Emergencies, (March)
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly*, 15(6), 801-823.
- Bass, B. M. and Steidlmeier, P. (1999) 'Ethics, character, and authentic transformational leadership behavior', *Leadership Quarterly*. Elsevier Science Inc., 10(2), pp. 181–217.
- Berridge, G. R. and James, A. (2003) 'A Dictionary of Diplomacy, Second Edition', p. 313.
- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
- Dubey, R., & Gunasekaran, A. (2016). The sustainable humanitarian supply chain design: agility, adaptability and alignment. *International Journal of Logistics Research and Applications*, 19(1), 62-82.
- Dubey, R., Singh, T., & Gupta, O. K. (2015). Impact of agility, adaptability and alignment on humanitarian logistics performance: Mediating effect of leadership. *Global Business Review*, 16(5), 812-831.
- Fritz Institute (2005) 'Logistics and the effective delivery of humanitarian relief', New York, p. 12. Available at: <http://www.fritzinstitute.org/PDFs/Programs/TsunamiLogistics0605.pdf>.
- Egnell, R. (2008), Between reluctance and necessity: the utility of military force in humanitarian and development operations, *Small Wars & Insurgencies*, 19:3. 397-422
- Easterby-Smith, M., Thorpe, Richard, & Lowe, Andy. (2002). *Management research* (2nd ed., SAGE series in management research). London: SAGE
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16(3), 343-372.
- Greenleaf, R. K. (1977) '*Servant Leadership*', *Leadership Excellence*, p. 20. doi: 10.1016/j.jada.2010.04.021.
- Harari, O. (1997), *The leadership Secrets of Colin Powell*, McGraw-Hill Education
- Kovács, G, Spens, K, Moshtari, M (Eds.) (2018), *The Palgrave Handbook of Humanitarian Logistics and Supply Chain Management*, Palgrave MacMillan UK
- LeRiche, M. (2004). Unintended alliance: The co-option of humanitarian aid in conflicts. *Parameters*, 34(1), 104-120.
- Mantere, S. (2013) 'What is organizational strategy? A language-based view', *Journal of Management Studies*, 50(8), pp. 1408–1426.

- Moran, J. W. and Brightman, B. K. (2000) 'Leading organizational change', *Journal of Workplace Learning*, 12(2), pp. 66–74.
- Oloruntoba, R. and Gray, R. (2006) 'Humanitarian aid: An agile supply chain?', *Supply Chain Management*, 11(2), pp. 115–120.
- Pendleton, D., & Furnham, A. F. (2016). *Leadership: All You Need To Know*. Springer.
- Powell, C, L, Persico, J, E, (1995), *My American Journey*, Random House, New York
- Smith, R. (2008). *The utility of force: the art of war in the modern world*. Vintage.
- Thompson, J. (1985). *Commando Brigade in the Falklands: No Picnic*. Yorkshire, UK: Pen & Sword Books.
- Van Wassenhove, L. N. (2006) 'Blackett memorial lecture humanitarian aid logistics: Supply chain management in high gear', *Journal of the Operational Research Society*, 57(5), pp. 475–489.
- Weiss, T. G (1998) Civilian-Military interactions and ongoing UN reforms: DHA's past and OCHA's remaining challenges, *International Peacekeeping*, 5:4, 49-70.

Biographies

Martin Paul Tynan has served in the British Army in senior leadership of a diverse team, successfully fusing full time and part time soldiers and officers. He managed over 300 healthcare professionals and support staff in a Reserve Regiment. He recently completed a Master's degree from the University of Bristol. He also works with the MoD.

Guru Prabhakar is a Senior Lecturer in project management at the Bristol Business School, UWE. He earned the BBA (Hons.) and MBA degrees from the Dayalbagh Educational Institute (Deemed University), Agra and the PhD degree from the École Supérieure de Commerce (ESC), Grande École (France). His main research areas are project & operations management. Previously, he has conducted research, in conjunction with the Wharton School, USA. Guru has work experience in the field of finance, banking and e-commerce. As an academician he has taught, presented, & published research papers widely.

Tahir M. Nisar is Associate Professor of Management at the University of Southampton. Professor Nisar did his studies at Cambridge University and the London School of Economics. He is a member of the editorial board of *Management Decision* and has published in many peer-reviewed journals.