THE CONTRIBUTION OF MODERN MILITARY LEADERSHIP IN IMPLEMENTING THE SUSTAINABLE DEVELOPMENT OBJECTIVES

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Abstract

This article presents the main types of modern leadership and the possibilities to use them in the context of sustainable development. Furthermore, the article highlights the important contribution that military leaders may play in implementing the sustainability of the military organization and the society of which it is part, through the combined use of appropriate leadership styles and of the most needed qualities that leaders should possess.

Keywords: modern; leadership; military; sustainable development.

INTRODUCTION

Sustainable development is a desideratum through which humanity pursues stable economic growth, based on the long-term achievement of a set of objectives that lead to the efficiency of resource consumption, so that they are available to future generations and avoid conflict situations generated by their lack. Thus, there is a two-way causal relationship between the manner resources are managed, the level of development and the state of security. Additionally, the permanence of the availability of resources ensures a stable state of peace, which in turn generates sustainable economic growth.

As a result of industrialization, globalization and excessive consumption of natural resources that affect the environment and the quality of human life, the solution of sustainable development is generally accepted as a permanent goal, as a basic guarantor of global security. The multitude of actors that interact worldwide and that are engaged in the race to gain a competitive advantage can be, at the same time, an imminent source of instability. In this context, it is easy to understand the importance of unifying and coordinating efforts under the umbrella of a higher forum.

The irresponsible consumption of natural resources was signaled in 1972, when the United Nations took the lead in solving economic, social and environmental problems in the field of sustainable development, organizing diplomatic conferences, adopting declarations, developing plans and other documents that represent the framework for the collective effort to eliminate development disparities between regions and communities. It was therefore necessary to have a guiding organization, which clearly formulated the problem and which set objectives and time horizons for their achievement by all those who adhere to the spirit of this initiative.

Subsequently, the measures were detailed and adapted to lower and lower levels. Organizations such as European Union and North Atlantic Treaty Organization have played a dual role, both executive, in implementing the global level goals, but also monitoring the implementation of objectives at Member State level. As a result, each state has developed national strategies and policies to support and respond to initiatives adopted at the international level, a major role in implementing the established measures being assigned to the national institutions.

This hierarchy occurred in the context of many problems raised at the lowest levels, but the complexity of reaching sustainable development requires integrated efforts. It is expected that the

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overall change be possible through specific transformations and measures taken by each organization, sector of activity and individual.

The emphasis is placed on the visionary and integrative role of leadership and not on management, the latter being more oriented towards planning, organizing and controlling the way activities are carried out (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 118)

Taking into account the fact that any change generates resistance, it is necessary to involve leaders to complete the work of managers and reorient their will and subordinates towards meeting additional objectives, the results of which are not immediately visible, but which provide common long-term benefits. What is more, the military organization must be involved in solving the security threats posed by the irresponsible management of resources, both by focusing on the sustainable position of the society of which it belongs and by decoupling from its insufficient resources. This contribution will have to be based on clear directions in order to implement the needed transformations and modernizations, these being achievable only with the support of military leaders at all levels.

The issue of sustainable development is widely debated in terms of economic, social, environmental, and transdisciplinary pillars, but less in relation to the military domain. Also, the role of leadership is analyzed from many points of view, in many areas, including the military, where the need to shape behaviors and attitudes is acutely felt especially during exceptional situations (mobilization, war, etc.). Nevertheless, the role of modern military leadership in achieving the goals of sustainable development is a less debated issue.

The purpose of this article is to identify ways in which modern military leadership can contribute to making changes specific to achieving sustainability. At the same time, through this article I intend to capture the attention of the decision makers, regarding the main types of modern military leadership that can be adopted and the qualities needed by military leaders to implement the objectives of sustainable development.

The third section of the article contains three subsections. The first subsection focuses on the main types of modern leadership, adapted to the current context in which society evolves. The second part aims to analyze the extent to which the types of modern leadership presented in the first subsection can be adopted in order to meet the objectives of sustainable development. At the same time, this part aims to identify some types of modern leadership specific to sustainable development. The last subsection is dedicated to presenting the role of modern military leadership in achieving sustainability.

METHODOLOGY

The research method applied in elaborating this article is the literature-review. In order to evaluate the trends within the research topic, I analyzed relevant documents available on-line, which constitute primary, secondary and tertiary sources. The article focuses on the critique analysis of relatively recent studies and initiatives concerning the role of modern (military) leadership in implementing the objectives of sustainable development. Deductive reasoning was used in order to identify the specific contribution that military leadership could have in solving the problems related to sustainable development.

THE CONTRIBUTION OF MODERN LEADERSHIP TO THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS

The term "modern" is a relative one, being closely related to the specifics of society and the new trends that emerge at a certain moment. Today's modern society is undergoing an extensive process of change, the place of industrialization being taken by the knowledge-based economy (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 117). Moreover, studies show that there are significant differences between generations, and the issue of sustainable development is one that has concerned and will attract the attention of several generations, given its magnitude and the expected benefits. For example, taking into account the different generations that coexisted in 2019 (the "Baby Boomers" generation, which included individuals between the ages of 54

and 71, the "X" generation, which included people between the ages of 37 and 53, and the "Millennials" generation, which covered the age segment between 19 and 36-year-olds), it was demonstrated that there was a clear difference in the way problems were tackled, regardless of their nature, including those related to leadership (Faller, Marcia and Gogek, Jim 2019, 131).

According to a survey conducted in the medical field, the representatives of the youngest generation want their leaders to care about them and their career development and want to be led by reliable leaders, with successful results in their work (Faller, Marcia and Gogek, Jim 2019, 139). It is possible that this trend manifest in other sectors of activity, but it is necessary that the generalization be made on the basis of detailed studies.

On behalf of leaders, this process involves the exercise of a certain set of qualities and an adaptation of currently adopted practices to meet the demanding requirements, without giving up good practices adopted in the past, an idea supported by a study showing that the values on which leadership exist are always relevant, but they acquire new approaches (Ahn, Mark J. and Ettner, Larry W. 2014, 1). In the context of sustainable development, it is necessary to apply on one hand, the typologies that function and have been implemented in other circumstances in the past, and on the other hand, the types specific to sustainability, adapted to the evolution of society.

MODERN TYPES OF LEADERSHIP

When changes concern important areas of human action, such as sustainable development (economic, social, environmental) (United Nations 2002, 2), the state in general, and public administration, in particular, must identify the most appropriate measures and intervene to support citizens. Characterized by an increased degree of bureaucracy, pronounced territorial dispersion and reluctance towards the proposed leadership solutions, public administration offers the government the possibility to solve the problems of the communities served, especially through managers.

A study conducted in 2013 showed that although the role of leadership in public administration could not be denied, it had not received the proper attention from researchers' side (Kellis, Dana S. and Ran, Bing 2013, 131). The study also highlighted the importance of implementing leadership solutions in the public sphere, empirically analyzing, through a three-year survey, three factors to consider when laying the foundations of public leadership: core democratic values which must be respected by public domain leaders, staff development and retention on professional performance criteria, and diversity of public domain functions (Kellis, Dana S. and Ran, Bing 2013, 131).

These factors support the theory of public leadership, while the differentiation from private leadership is given by the relationships within and between public organizations, the increased level of complexity and the specificity of the rules and regulations to be observed. According to the authors, the combination of these elements will bring the possibility that managers in the public sphere be guided to achieve results specific to authentic leaders, who emphasize creativity, deep understanding and integrity, thus attracting executors in the desired direction. The study concludes that a modern approach to public sector leadership is needed, as the traditional typology is no longer sufficient when this side of human activities faces complex challenges (Kellis, Dana S. and Ran, Bing 2013, 138).

The evolution of leadership models starts from transactional leadership, based on simple and static ideas, and reaches transformational leadership, which uses complex and dynamic solutions (Torpman, Jan 2004, 892).

Although transactional leadership is a traditional form of leadership, it still has applicability and positive results, based on a relationship between leaders and executors that involves a permanent exchange between the needs of the leader and the achievements of executors, the latter being supported, appreciated, evaluated, and promoted on the basis of their performance.

Applied since the 1980s (Torpman, Jan 2004, 895), transformational leadership remains relevant through the effects it is expected to produce in both private and public spheres (Kellis, Dana S. and Ran, Bing 2013, 132), differentiating from traditional leadership in that executors act decisively in pursuing goals, without expecting personal or professional benefits. The members of the organization identify with the organization they belong to, so that their membership in that

organization is a value in itself (Torpman, Jan 2004, 893), fact that, in my opinion, represents the most important achievement leadership should obtain.

By adopting transformational leadership, performers are directed towards the great vision of the leader and encouraged about their ability to fulfil it. They are intellectually stimulated to be creative and to overcome traditional barriers to solving tasks. Moreover, transformational leadership ensures the mentoring of executors in accordance with each one's needs and is based on a good knowledge of them. On the other hand, performers identify so much with the organization they belong to that a possible criticism of its performance is perceived by them as a criticism of themselves.

As a result, problems may arise in the decision-making process when organizational decisions include personal considerations. That is why the solution of transformational leadership is called into question. Thus, the most important problems are related to the situation in which executors act without the support of the organization, or when the reduced definition of organizational expectations translates into a low level of guidance of the executors towards the fulfillment of the organizational objectives (Torpman, Jan 2004, 899). Therefore, it is very important that the distinction between the goals of the organization and the personal goals of leaders is not lost during the decision-making process.

Regarding the two types of leadership presented above, a study conducted between January and February 2016, demonstrated through descriptive, exploratory, conclusive and causal methods that the transformational side of leaders has a greater impact than the transactional one (Samanta, Irene and Lamprakis, Athanasios 2018, 179-180).

Apart from transformational and transactional leadership, that, as the analyzed studies show, are widely used as the main solutions for modern leadership, there are also other forms of modern leadership. Another example of modern leadership is the "laissez-faire" type, in which leaders detach from the organization's objectives, do not intervene in the work of executors, who have maximum freedom in how to achieve the proposed goals. It is considered to be an example of modern leadership, precisely because of the breadth given to managers, but, in my opinion, it is not suitable for large-scale changes, which involve fulfilment within certain time limits.

These three forms of leadership (transactional, transformational, laissez-faire) form a modern model of leadership, namely the multifactor leadership, as shown by a study based on empirical methods (Samanta, Irene and Lamprakis, Athanasios 2018, 173). Within this type of leadership, the same study states that, compared to its other two components, the laissez-faire leadership is the negative part of multifactor leadership.

The approach of analyzing the studies conducted on modern leadership models continues with distributed leadership, in which individuals, teams, organizations influence the environment in which they act, without assuming the succession of individuals at the role of leader (Kellis, Dana S. and Ran, Bing 2013, 133). In other words, everyone can contribute to achieving the established goals. In my opinion, it could be used in conjunction with other modern forms of leadership, for instance, the transformational leadership, to maximize efforts to achieve goals, when each individual contributes to the overall change.

Regarding the individual, two modern forms of leadership can successfully contribute to attaining sustainable development goals: "self" leadership and "empowering" leadership, both based on increasing the role of performers in the process of completing tasks (Nientied, Peter and Toska, Merita 2021, 36). Subject to a wide range of challenges, the environment in which organizations evolve requires adaptability and flexibility. As a result, one of the tasks leaders are involved in is to guide lower-level leaders and executors to lead, manage and motivate themselves (Nientied, Peter and Toska, Merita 2021, 36). Recent studies show that current organizations are annoyed by bureaucracy, requiring resilient and bold organizations that can solve in their own way new types of threats, such as the one generated by COVID-19 pandemic, when many employees experienced work from home (Müller, T., Niessen, C. 2019, 892-893).

Regarding the self-leadership, I believe that it is absolutely necessary in any context and that it must accompany each individual in everything he/she undertakes. Although most publications focus on presenting leadership as a process of influencing others, the idea of leadership through self-

influence and self-motivation when tasks are unattractive dates back to the 1980s, and is often adopted in Western countries, where employees have a positive attitude towards working (Nientied, Peter and Toska, Merita 2021, 37).

Related to self-leadership, a large study published in 2005, based on intercultural and transdisciplinary studies and data from previous research, shows the importance of an integrative approach to achieving the goals of sustainable development. The study also highlights that the benefits offered by sustainable development can be accessed through the prism of the intrinsic beliefs and motivation of each individual, who will voluntarily seek to implement specific changes (Brown 2005, 3).

On the other hand, "empowering" leadership does not exclude the influence that leaders could exercise from outside on performers, but involves a distribution of power, so that individuals are guided, motivated and supported to meet the objectives of the organization (Nientied, Peter and Toska, Merita 2021, 38).

Therefore, there is a wide range of types of leadership that can be used in both private and public spheres, depending on the situations that characterize organizations and their objectives at a given time. The high level of ambition the organizations that want to implement sustainable development goals have, the expected and beneficial results for all members of the organization and those outside it, evolving in the same environment, and the changes to be implemented require the adoption of the most appropriate forms of modern leadership.

TYPES OF MODERN LEADERSHIP, SUITABLE FOR IMPLEMENTING THE SUSTAINABLE DEVELOPMENT GOALS

The purpose of this subsection is to analyze how the types of modern leadership presented in the previous section are suitable for use in meeting the specific objectives of sustainable development and, at the same time, to identify new types of leadership specific to sustainable development.

The topicality of the issue regarding the role of leadership in achieving sustainable development is also given by the fact that the seventeen objectives and subsequent targets set in 2015 have not yet been completely met (United Nation 2015, 16-31). The effort needs to be channeled and leadership has to adopt the most appropriate models to be put into practice out of conviction, not through coercion.

Analyzing the solutions offered by transactional leadership, I came to the conclusion that it could be used to achieve sustainable development goals, in a certain context and to a certain extent. It is particularly important that executors and managers understand the benefits that humanity and future generations will have by achieving sustainability. In this sense, the transactional leadership could be used by leaders when presenting the implications of sustainable development to the executors, the role each of them has and the expected positive effects. In other words, it is about the exchange between the involvement of employees in achieving the sustainability of the organization, and the "rewards" received, both from leaders and through the positive effects obtained on the line of sustainable development.

Regarding the transformational leadership, I believe that it is the most suitable for achieving sustainable development, but analyzes in this regard need to be carried out. To pursue the achievement of sustainable development goals, "The World in 2050" initiative was considered the framework for identifying six major directions of transformation, namely: (1) education, gender perspective and reducing inequalities; (2) health, decent living and population growth; (3) energy decarbonisation and sustainable industrialization; (4) sustainable food, terrestrial, aquatic and oceanographic environment; (5) sustainable cities and communities; (6) the digital revolution (Sachs, Jeffrey D., Schimdt-Traub, Guido, Mazzucato, Mariana, Messner, Dirk, Nakicenovic, Nebojsa, and Rockstrom, Johan 2019, 1). These things taken into account, it is easily to understand that the need to implement transformations is not something that has to be demonstrated; on the contrary, profound changes are needed, so key interventions from leaders and modern approaches, adapted to reality, such as those in the field of transformational leadership, are needed.

The usefulness of transformational leadership from the sustainable development perspective was demonstrated in a study that focused on Nigeria, a country that, due to the lack of leadership involvement, has a high degree of corruption in government institutions, inefficiently manages resources and reduced development funds (Gberevbie, Daniel, Joshua, Segun, Excellence-Oluye, Nchekwube, and Oyeyemi, Adeola 2017, 8). To demonstrate the crucial role of transformational leadership in solving the problem of sustainable development, the author of the study used the historical method.

From 27 to 28 October 2020, the United Nations organized a conference on global leadership in Geneva, aimed at addressing major issues, including those in the field of sustainable development. The main goal was to find ways to accelerate the transformational process, bringing to the fore the role of transformational leadership in achieving goals related to "peace and disarmament, global governance and human rights, economy and environment, business and finance, the application of science and technology for achieving social progress, education and decent living" (Jacobs, Garry, Kiniger-Passigli, Donato, Henderson, Hazel, and Ramanathan, Janani 2020, 6). One of the resulting ideas was that "formulating the 17 goals of sustainable development and the 169 targets is an unprecedented example of the transition from evolution to conscious social transformation" (Jacobs, Garry, Kiniger-Passigli, Donato, Henderson, Hazel, and Ramanathan, Janani 2020, 39), which should rely on the contribution of leaders connected to global issues, with a transdisciplinary vision, expected to act as vectors of the necessary transformations.

In this context, the idea that time is important and there is no room for delays is confirmed. Thus, although the "laissez-faire" leadership is considered modern, my view is that it should not be used to achieve the goals of sustainable development, as it could unnecessarily prolong the period allocated to their implementation. Moreover, the impact of the irresponsible consumption of natural resources, its effects on the economy, the environment and society represent a big concern, therefore the solution of this problem does not support postponement. It has been almost fifty years since the need for sustainability was signaled, and it can only be achieved through the use of active types of modern leadership.

Regarding the distributed leadership, my opinion is that it is of major importance in achieving sustainable development. In this issue, the role of initiating leader was assumed by the United Nations, but the distribution of responsibilities to organizations such as European Union, North Atlantic Treaty Organization was also an important step. In turn, they transferred responsibilities to Member States and institutions involved and, ultimately, each organization, each individual will make a contribution to achieving the goals of sustainable development.

Organizations will need to adopt empowering leadership to give leaders the strength to step through the stages of their plans, and individuals will be able to adopt self-leadership to mobilize when dealing with the major change challenges.

The literature on sustainable development also addresses an organizational type of self-leadership, in which the emphasis is put on the role of organizational culture (Brown 2005, 3). The idea is that by orienting the behavior of each individual towards achieving sustainability, the formation of a common behavior at the organizational level is favored, which, over time, turns into organizational culture.

Of all the forms of modern leadership presented in the previous subsection, only the "laissez-faire" type is not recommended to be associated with sustainable development, the others can be used in different combinations and contexts, so as to obtain maximum efficiency.

Continuing the analysis of relevant studies, I have identified other types of modern leadership that can be successfully used in meeting the objectives of sustainable development. One of these is sustainable leadership, which is considered the link between leadership and sustainable development (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 119).

A 2003 study showed that sustainable leadership matters, spreads and lasts. It is a collective responsibility that does not unduly deplete human and financial resources, which it cares about and which avoids the destruction of educational and environmental environment (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 119). The same study

presents seven principles underlying sustainable leadership, namely: 1) detailing; 2) resistance; 3) width / coverage; 4) justice / fairness; 5) diversity; 6) ingenuity and 7) conservation (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 119).

To establish the role of sustainable leadership in achieving sustainable development goals, a 2019 study, based on a sociological survey using the interview procedure, concludes that, statistically, there is a significant link between employee accountability and their leadership support, in order to achieve the goals of sustainable development (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 124). Basically, not knowing the concept of sustainability in detail, giving up when the first difficulties arise, lacking of overview, creativity, conservation and integrity, are lines of unsustainable leadership, which inevitably leads to failure to achieve sustainable development goals.

THE ROLE OF MILITARY MODERN LEADERSHIP IN ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS

The military organization has a certain specificity through the prism of the hierarchical organization, through the existence of a deeply rooted organizational culture, the emphasis on norms and rules, and especially through the assigned mission (to defense).

The specificity of the mission made leadership concerns manifest in the context of combat situations. As a result, the importance of military leadership has often been stressed in connection with a military's ability to persuade colleagues or subordinates to engage voluntarily in mission accomplishment.

In terms of modern military leadership, principles that have always been implemented by leaders who led people on the battlefields received a new breath, specific to recent situations. A suggestive example is given by a 2018 article that describes in a simple and uplifting way twelve principles of modern military leadership: personal example, self-confidence, moral courage, physical courage, teamwork, physical training and energy, aggression and boldness, care for subordinates, lessons learned, decision-making power, determination and strong character. (Roberts, Ron 2018, 1-8). In general, these can be considered attitudes that can ensure military leaders career advancement and fulfilment of leadership functions at the highest possible level, from where they can intervene in the process of transformation and modernization of the military organization.

The link between this organization and the perspective of sustainable development is defined by the connection between state of peace, security environment, limited nature of natural resources and conflicts that may arise due to the irresponsible management of resources. Military structures are generally located in localities, influence the development of communities and are dependent on resources. They also have a significant impact on environment, in particular through activities performed during exercises and applications, but also through current activities. In the context of sustainable development, everyone's contribution matters and is reflected from the lowest level to the global one.

The idea mentioned above is supported by the results of a social survey conducted in Poland on the connections between military structures and local communities in the context of sustainable development. They show that military units have a major role in regional development, by contributing to the diversification of the local labor market, introducing new residents in the disposal area, instilling patriotic feelings among young people as a result of cooperation with local governmental and non-governmental organizations, influencing the real estate market, through renting and purchasing housing by the military and supporting local authorities (Sirko, Stanislaw, Kozuba, Jaroslaw, and Piotrowska-Trybull, Marzena 2019, 9). The economic and social impact should not be ignored. Therefore, the military organization must contribute to the effort to achieve sustainable development and benefit from the support of communities, or even be an example for them.

The visibility of the military organization and its appreciation by civil society is manifested especially during exceptional situations, but it is necessary for it to benefit from the support of the civilian population and to demonstrate the legitimacy of its actions in any situation. As a consequence, the alleged stay of the military organization in an oasis of unsustainability could have unfavorable

consequences in the future. In order for the transformation and orientation towards sustainability to take place in the military environment as well, adaptive leadership is needed.

Throughout their careers, the military personnel have to deal with a wide variety of tasks and missions, and it is important that they are constantly connected to the events in society. Continuously pursuing knowledge and adaptation to the dynamics of the environment in which they evolve, commanders must find the balance between leadership styles that encourage autonomy and control, individual and team work, stimulate flexibility and efficiency, creativity and discipline, analyze new trends in terms of opportunity, the costs involved and the benefits obtained, and to encourage their subordinates to go beyond their limits, but at the same time to be socially responsible (Kark, Ronit, Karazi-Presler, Tair, and Tubi, Sarit 2016, 160).

A study conducted through qualitative research, which was based on "in-depth" (semi-structured) interviews with military specialists in the Israeli army, showed that modern military leadership must include several styles of leadership, depending on the situation, the multi-domain approach being necessary in conditions of the current society (Kark, Ronit, Karazi-Presler, Tair, and Tubi, Sarit 2016, 164-183). According to this study, a single style of leadership is not efficient.

In relation to sustainable development, both the involvement of strategic level leadership, for understanding, promoting and imposing sustainable solutions (transformational and transactional leadership), and the contribution of leaders at lower levels, to achieve the sustainable development objectives and targets are needed.

Furthermore, implementing and instilling a culture of sustainability of each member of the led structure (distributed leadership) are of utmost importance. Also, the other modern types of leadership presented above (self-leadership, empowering leadership) could have a valuable contribution. However, sustainable leadership must accompany any other form of leadership.

What is more, when it comes to implementing major changes such as sustainability, informal leaders have an important role to play in channeling the efforts of those around them, and can make a significant contribution to the performance of the military organization.

There is also a need for a comprehensive integrated approach, involving structures from all categories of forces (ground, air, naval), military of all specializations and from different hierarchical levels, but also for a liaison with governmental and non-governmental organizations. Creativity and flexibility are important for identifying the adoption of the most effective solutions that lead to sustainability of the military organization, without sacrificing discipline or moving away from the basic mission of the structure. In fact, underpinning the adoption of sustainable solutions, such as the use of alternative energy sources, should be constructed on feasibility studies that demonstrate their efficiency and unrestricted freedom of action.

Taking into consideration the fact that one of the objectives of the sustainable development is the implementation of gender equality, and there have been concerns in establishing the opportunity to use male or female military leadership, the involvement of women in the military organization in reducing gender inequalities in this predominantly male organization is expected to give results, especially through the "soft" side of the power they can exercise.

Another goal of sustainable development that can be achieved with the involvement of military leaders refers to education quality. The military organization includes educational institutions, which provide the necessary human resources. Orienting leaders at the strategic level and at the level of educational structures towards increasing the quality of education must be a permanent concern. Thus, it is important that military students benefit from educational programs adapted to their educational background, the needs of the employer and the requirements of interoperability with the armies of the states in the alliances and coalitions of which their country is part.

Moreover, the continuous training of teachers, their participation in courses and exchanges of experience in similar foreign and national institutions in civil society, will ensure the conditions for obtaining a high level of education quality. In order for the results to meet expectations, pupils and students must show early self-leadership, to sustain the effort of continuous learning and improvement, which will ensure the possibility of career development.

Modern military leadership can also make its mark on other sustainable development goals. Actions such as stimulating defense industry in general, and domestic defense industry in particular, will provide military structures with the necessary equipment during exceptional situations. Strategic leadership has in this case a significant role, by requesting large-scale studies to indicate the current trend of the security environment, and short, medium and long-term forecasts, as well as by making informed decisions, through a comprehensive approach.

Enhanced partnerships, efficient consumption of resources, reduced footprint upon environment, are other main directions in which modern military leadership can act to achieve the sustainability of the military organization and the society in which it evolves. The extensive process of transformation and modernization must also take into account the funds available for their implementation and the availability of other types of resources, such as human and material.

In addition to the mentioned leadership styles, the military leader must, like any other leader, have certain qualities that ensure continuity and determination in the steps taken on the line of change.

The results of a study using the method of thematic analysis show that implementing change requires eight qualities of the leader (integrity, correct thinking, personal example, decision-making ability, trust, fairness, humility and a sense of urgency), of which integrity is the most important for achieving the sustainability of a successful organization (Vujic, Danijela, Novakovic, Srdan, Maksimovik, Mladan, and Karabasevic, Darjan 2019, 117).

Last, but not least, another study, based on in-depth interviews, revealed the qualities that higher-level military leaders must possess in order to adapt the military organization to changes in society, which are related to: (1) background (experience gained, a good understanding of the organization, reputation gained), (2) characteristics of the organizational environment (high performance at a fast pace, work under pressure / stress from superiors, competition for career development, duration of the position rotation cycle, (3) capacity to assess the context and (4) organizational strength (organizational flexibility, formal and informal processes and balance between them, efficient management of one's emotions, good relationship with others), all brought together under the concept of "smooth power" (Ohlsson, Alicia, Alvinius, Aida, and Larsson, Gerry 2020, 5-9).

CONCLUSIONS

Although at first glance one could think that within the military organization there is no room for creativity, initiative, vision, interdisciplinarity and concern for the external environment, this is not the case. In my opinion, the military organization has reached a high level of receptivity to the transformations that occur in society, but there is always room for improvement. Modern military leadership must follow the directions of modern public leadership, without excluding approaches specific to the private environment and those in the field of sustainability. Organizational inertia, resistance to change, ignorance of the societal trends are approaches that will not promote the implementation of sustainable development goals.

This article presented the main types of modern leadership, the possibilities of using them in the context of sustainable development and the role that military leaders can play in achieving the sustainability of the military organization and the society, through the combined use of appropriate leadership styles and qualities.

Two main ideas can be derived from the mentioned studies. First, the diversity of sustainable development goals and missions in which the military is involved requires the adoption of several types of leadership, so that the military organization adapts to changes in the civilian environment and represents a good example of sustainability. Second, strategic military leaders have an important role in initiating and shaping the process of organizational change, especially through the qualities they have, the orientation towards achieving the objectives of sustainable development being very much related to their involvement and commitment.

Further research is needed to establish the steps and procedures that military leadership should follow in order to implement the goals of sustainable development.

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