

Note from the Editor

Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organisations. This exploits the nation's advantage and protects against asymmetric vulnerabilities to sustain its strategic position, which therein helps to underpin peace and stability in the world. Transformation anticipates and creates the future and deals with the co-evolution of concepts, processes, organisation and technology.

The Indian armed forces, as an important element of national power, need to remain in consonance with our national aspirations and, thus, have to transform transactional means and be ready to face future challenges. Hence, transformation would entail transactional methodology to include a change in the mindset/thought process, review of doctrines, strategy, war-fighting concept, organisational structures, human resource optimisation, training methodology and logistics concepts to meet the operational challenges of the future.

The present *CLAWS Journal* has been composed with a variety of articles, opinion pieces, commentaries and book reviews to theoretically understand why the Indian Army Chief has initiated four major studies for the transformation of the Indian Army into a “more agile fighting force” to face current and emerging threats and challenges. The Indian Army is, hence, looking to implement transformational leadership to achieve the stated goals and objectives through transactional management. The purpose of management as understood is the attainment of organisational goals in an effective and efficient manner through “planning, organising, staffing, directing, and controlling organisational resources”. Managers seek stability in an organised environment in order to control the organisation's bottom line. The motivation for management is power and

profit which, in the case, of the Indian Army is to transform to a more agile fighting force. Transformational leadership is different because it is “an influence of relationships among leaders and followers who intend real changes and outcomes that reflect their shared purposes”.

The contributors have addressed a bouquet of issues, starting with the contribution of the armed forces in nation building, imperatives of transformation, conceptualising jointness and other key issues. In essence, this issue of the *Journal* is a topical assemblage of key perspectives significant for the Indian armed forces in the current times. This makes it a veritable and timely read for researchers, academics, policy-makers and practitioners in India as well as abroad.

Gautam Sen
Editor-in-Chief
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