

BACKGROUND

- Leadership style is a critical element to organizational climate, or how group members perceive and perform in an organization, and is a risk factor for group member experience, performance, and wellness.
- The Defense Organizational Climate Survey (DEOCS) is an assessment tool used by commanders and leaders within the Department of War (DOW) to evaluate the climate of their unit or organization.
- The DEOCS assesses protective and risk factors associated with six strategic target outcomes (See Table 1).
- Passive leadership (PL) is one of the nine risk factors measured by the DEOCS, and has been identified as one of the risk factors associated with harmful behaviors by the Integrated Primary Prevention (IPP) framework.
 - Harmful behaviors include: Sexual assault, harassment, domestic abuse, suicide, and other forms of misconduct.
- PL is characterized by a leader's absence and avoidance of responsibility, which may result in failure to respond to problems, make decisions, and be present when needed.
- The purpose of this literature review is to summarize the potential consequences of PL within the military and highlight its influence on wellness.

Table 1: DEOCS Factors and Strategic Target Outcomes

DEOCS Factors											
Protective Factors						Risk Factors					
Cohesion *	Connectedness	Engagement and Commitment *	Fairness	Inclusion	Morale	Safe Storage of Lethal Means	Transformational Leadership	Work-Life Balance	Alcohol Impairing Memory	Binge Drinking	Passive Leadership**
									Racially Harassing Behaviors	Sexist Behaviors	Sexually Harassing Behaviors *
										Stress *	Toxic Leadership
											Workplace Hostility *
DEOCS Strategic Target Outcomes											
Racial/Ethnic Harassment/Discrimination	Readiness	Retention	Sexual Assault	Sexual Harassment	Suicide						

Legend
 Passive Leadership
 *DEOCS factors that directly align with Impact Subcategories
 **DEOCS factor that is the main focus of this literature review

METHODS

- 23 articles that explored the impacts of PL were reviewed.
 - 6 articles examined PL in the Military.
 - 17 articles examined PL in Civilian Organizations.
- Studies exploring PL's impact on civilian organizations, such as businesses and health care organizations, were included in this review due to the currently limited research in military settings.
 - Additionally, understanding PL in civilian organizations provides insight as military organizations often have similar characteristics, such as defined hierarchies and highly collaborative work.
- An inductive qualitative analysis was conducted to organize the impacts identified in the articles reviewed into Impact Categories and Impact Subcategories.

RESULTS

- 5 Impact Categories and 21 Impact Subcategories were identified (See Table 2).
 - 1 Impact Subcategory was identified in a Military Study only.
 - 16 Impact Subcategories were identified in Civilian Organization Studies only.
 - 4 Impact Subcategories were identified in Military and Civilian Organization Studies.
- 5 Impact Subcategories were found to directly align with 5 DEOCS Factors.

Table 2: Passive Leadership Impacts in Military and Civilian Organizations

	Impact Categories	Impact Subcategories
Passive Leadership	Wellness Impacts	Physical Symptoms
		Stress and Anxiety*
	Interpersonal Relationships Within an Organization	Bullying
		Decreased Information Sharing
		Interpersonal Conflict*
		Lower Group Cohesion*
		Sexual Harassment*
	Safety	Poorer Perception of Leaders
		Lower Perception of Safety Climate
	Subordinate Experience	Safety Non-Compliance
Lower Job Satisfaction		
Burnout		
Higher Workload		
Lower Organizational Commitment*		
Punishment Omission		
Role Ambiguity		
Role Conflict		
Reward Omission		
Role Overload		
Work-Family Conflict		
Work Impacts	Poorer Performance	

Legend

	Military Setting Studies
	Civilian Organization Studies
	Both Military and Civilian Organizations Studies

*Impact Subcategories that directly align with DEOCS factors

RESULTS (cont.)

- The Impact Category, Wellness Impacts, highlights PL's repercussions on subordinate's health. These repercussions include:
 - Increased rates of physical symptoms physical symptoms like backaches, heachaches, or dizziness.
 - Increased rates of stress and anxiety.
- The four additional Impact Categories, Interpersonal Relationships Within an Organization, Safety, Subordinate Experience, and Work Impacts, may also influence subordinate wellness.

RECOMMENDATIONS

- Recommendations to address PL among organizational leaders include trainings that aim to increase a leader's ability to:
 - Communicate effectively.
 - Foster subordinate engagement.
 - Protect subordinates from overbearing or ambiguous roles.
- Recommendations found for subordinates include trainings that encourage them to:
 - Resist uncivil behavior they encounter at work.
 - Detach from work stress to prevent work-to-family conflict.
 - Share knowledge with co-workers and supervisors when experiencing PL.

CONCLUSION

- Further studies of PL within the U.S. Military are needed.
- The need for the Military to understand PL's broad impacts, specifically on service member wellness, is highlighted by the alignment of the impacts found in this review and the outcomes identified as strategically important to the DoW through the DEOCS.

REFERENCES



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