

Georgia Gwinnett College Teaching, Learning, and Research Symposium 2023

Presentation by: Dr. Grand Master Stapley



Slide 1 Introduction

Martial Arts as Leadership Training Dr. Grand Master Cecil Stapley

Define leadership & why its important

Issues with corporate training: Why it Doesn't work.

Why the Military leadership model works so well in corporations.

Martial Arts as an alternative military training platform.



My name is Dr. Grand Master Stapley, as an executive specializing in company turn arounds, I have dealt with leadership and its lack for 50 years. On retiring I continued my leadership study by achieving my doctorate from the Deming School of Business. I am currently Grand Master at All Star Karate in Lawrenceville GA, and I would like to give a shout out to our CEO: Master Jerry Hinton who is in the audience.

In 5 minutes today, I am going to try review my 2 years research into:

- Why leadership is important,
- The failings of corporate leadership training,
- The requirements for leadership training.

Slide 2 Leadership

Leadership is a Process not an Individual

US corporations spend \$150 billion per year on leadership training. Success yields a 30% increase in PE valuation and improved (10-20%) profitability.

75 academic studies and 97% of CEO's believe corporate leadership training demonstrates no positive corporate ROI.

Research into 7 major leadership models demonstrate that a subset of BIG 5 Personality traits: self-concept and interpersonal social skills account for 90% of leadership effectiveness (**Authentic Leadership & Servant Model**).

While these traits are incredibly stable in adulthood under intense institutional socialization, adaptive learning and an adult teaching model of the correct duration they can be significantly improved. **Corporate training uses student teaching model, lacks intensity and duration for socialization and is unsuccessful**

US corporations spend \$150B/yr. on training. They don't do this out of altruism they do this this because if they can demonstrate a leadership process to investors through culture, structure, ethos, or service, they gain 30% increase in their Price Earnings (PE) stock multiple over their peers.

Unfortunately, 75 studies and 97% of CEOs in a PEW Research Survey couldn't demonstrate a positive Return On Investment (ROI) to training expenditures.

Research into leadership and Big 5 personality traits (extroversion, agreeableness, openness, conscientiousness, and neuroticism) show that while there are differences between leaders and non-leaders these differences only explain 51% of leadership effectiveness. Research by Day and others in early 2000 show that a subset of the Big 5 personality traits: self-concept & interpersonal social skills (values): **Respect, Integrity, Compassion and Humility** are responsible for 90% of leadership effectiveness. Unfortunately, these traits like their parent Big 5 traits are extremely stable in adulthood and can only be changed under intense institutional socialization, an Andragogic (Adult) teaching model coupled with an adaptive learning environment. Corporate training focuses on skills and lacks the intensity, duration, and uses the wrong teaching model (Pedagogic: Child) to transfer these important interpersonal social requirements. **Leadership relies on values and self-concept not skills**

Slide 3 Proof of Institutional Socialization: The Military Model

This institutional socialization theory of leadership sounds good, but do we have proof? The answer is yes, and every major corporation is aware of it and actively recruits from it for their leadership needs. It is called the US Military especially, Jr. Rank Military Officers. The 4 years training (minimum military hitch) for an officer under institutional socialization the military provides, yields the self-concept and social traits required for leadership by transferring the **military ethos of team, honor, service, and integrity that give leadership success**. Comparing Jr. rank Military Officers to Ivy league MBA Graduates we can begin to appreciate the impact of military training.

Comparison of Junior Rank Officers to Ivy league MBA's

85% military officers have Servant/Authentic leadership profiles vs. 16% of MBAs.

85% military officers driven by team accomplishment vs, 70% of MBAs driven by personal enrichment.

Ex-military officer led companies outperformed MBA led companies on S&P 500 by 3, 8 &, 20% (1, 3 &, 10 years) (Korn Ferry 2005).

Companies led by exmilitary officers out-performed MBA led companies by 20% in market down turn (Benmelech & Frydman, 2014).

Corporations led by ex-officers had 50% more internally generated growth vs. MBA led companies. Emilitary run companies had significantly less debt.

Executive tenure of exmilitary officers 7.2 vs 4.5 years for Ivy League MBA (Korn Ferry, 2005).

Teams led by military officers have substantially better innovation and 25% more team competency (London School of Economics, 2013).

The military producer gender neutral or androgynous leaders. Females gain assertion, self-concept and the ability to accept challenge while male are less aggressive, more empathetic and compassionate. As a result, Military officers 3-times more likely to rise to executive position than an IVY league MBA (Korn Ferry, 2005).

Military officers can only provide 1.6% of corporate demand.

The military cannot supply all the corporate leadership needs so this study looked at other institutional socialization platforms for corporations to harvest. Because of its military history, structure extended and intense training, and the fact that it is a basis for much of Toyota Production Philosophy, we focused on traditional martial arts and its socialization benefits.

Slide 4 The Study

We selected 48 adult black belts from traditional martial arts schools (traditional being defined as those schools that emphasized eastern philosophy, forms, and service. Modern martial arts defined as those arts focused on fighting Krav Maga, Boxing, kick boxing and MMA were not chosen as they have been found to exacerbate aggression and neuroticism, which negatively correlate with leadership effectiveness. All black belts were in management rank so we could study the effectiveness of their training on management performance.

We looked at 9 exogenous predictor variables to study the impact on of training components on the outcome of social values and self-concept and these were analyzed by discriminant analysis. Our study demographics mirrored average US management demography, the study ranges included age from 21 to 74 and rank from 1-9th dan and first level management to CEO a billion company.

9 Demographic Predictor X Variables of Study

Predictor Variable	Range	Mean	Standard Deviation
Age, Years	21-75	44.7	12.4
Gender	M/F		
Martial Art Rank, Degree	1-9	3.1	1.5
Martial Arts Study, Years	6-40	17.8	10.2
Age Starting Martial Arts Study, Years	5-48	19.7	11.9
Professional Management Rank	1-4	2.3	1.0
Elapsed time since the start of study, Years	1-46	25.1	11.4
Currently Training	Y/N		
Time in Management, Years	1-43	15.4	11.1

Slide 5 Socialization Results

- **96% of participants had their life values** and outlook change to reflect traditional martial arts values (4% stated it reaffirmed values) demonstrating almost complete institutional socialization.
- Retrospective analysis demonstrated that like in the military, **Socialization was complete within 3 years** training.

- Like the **military, 90% of participants expressed strong authentic** and servant leadership profiles compared to literature values of 21-30% in management. Authentic Leadership has an over 75% correlation with management effectiveness and employee empowerment.
- **The analysis of the 9 predictor X on training components from demography showed self-concept and values fully independent.** The impact of martial arts training was not based on a single training component but rather the totality of the training. Further like military values these traits were permanent, **independent of gender, age, managerial position, training length, start of training, elapsed time from black belt rank, or martial art rank.** The personality profile and self-concept values of a female 20-year-old-first-degree black belt with a first level management were the same as a 9th degree male CEO of a multi -billion-dollar corporation.

Confirmation of Institutional Socialization

92% of study had their life values and outlook change to reflect traditional martial arts values (4% stated it reaffirmed values).

Socialization appeared complete after 3 years training. Like the military 90% of participants expressed strong authentic and servant leadership values.

Like the military, modified traits appeared to be permanent, independent of gender, age, managerial position, training length, start of training, elapsed time from black belt rank, or martial art rank.

Study confirmed institutional socialization was due to:

- Continuous learning environment.
- Mastery figure living martial arts values.
- Teaching, military model of learn, do &, teach (adaptive learning).
- Institutional Socialization: Culture and peer pressure to conform.

Slide 6 Results of Training on Leadership Values

- **97% of study reported significantly higher self-concept levels.**
- **93% of study stated training significantly improved capacity to recognize aggression. 95% of study stated they intervened in aggression towards others (compared to less than 16% of managerial populace).**
- **90% of study stated their increased respect increased their ability to lead in corporate environment and successfully express position views.**
- **92% of study were better able to successfully take on new challenges and manage and grow teams.**
- **Female deficit in assertion and ability to accept new challenges disappeared. Male deficits in empathy and ethics disappeared. Demonstrating significant androgynous effect.**

Slide 7 Study Summary

With 20,000 schools and some 50,000 instructors available this is an underutilized leadership resource. Martial art schools typically only operate 4:00 PM to 9:00 PM allowing school or instructor availability for training corporate students. Because the socialization is complete in 3 years the traditional schooling to black belt training of 4-6 years, could be condensed. Total cost of training (3 years) would range from \$3,000.00 to 5,000.00 per student.

Traditional martial arts appear as effective as military officer training in developing the leadership values demonstrated in Authentic and Servant Leadership models. There was a significant increase in the virtues that are responsible for 90% of leadership effectiveness. Analysis of managerial performance demonstrated that over 90% of the study manifested an increased ability to manage aggression, manage conflict, develop teams and provide balanced and effective feedback across and up their organizations. As important 70% of female managers

reported that the totality training reduced their innate inter-gender fear levels allowing them to manage and lead mixed gender teams and be fully assertive in setting goals and managing aggression.

Study Summary

Institutional socialization in Traditional Martial Arts appears as effective as military officer training in changing self-concept and leadership social values.

Martial arts appears as effective as military officer training in developing Servant and Authentic leadership values in less than 3 years.

These values last a lifetime regardless of employment culture.

Traditional martial arts training drives androgynous leadership behavior improving leadership skills of men and women.

Martial arts is especially effective in reducing female fear and increasing self-concept. Over 70% of women reported significant reduction in intergender fear as their source of self confidence. In males it increases empathy, humility, awareness, team commitment and ethics.

Training significantly increased intervention in case of aggression to others.

Slide 8 HR Impact

On the Human Resource (HR) side like the programs for military officers, a formal recruitment program for black belt owners should commence, especially those with both a black belt and university degree. The female empowerment and assertion deficits are erased through martial arts training. For populations at risk (female and minority) HR should consider these martial arts training as adjunct to their EEOC programs. From a teaching perspective colleges should formalize courses in the major leadership models especially those involved in the development of institutional socialization combining the basics of sociology, business

process, structure and leadership. Offering martial arts training and measuring the impact of the socialization through training progression.

Training and Human Resource Impacts

Martial arts training an underutilized resource. Schools primarily operate 9 AM leaving teachers and schools available for in-house or traditional Dojang training. Executive black belt (3 years training) would take 500 hours of training & cost \$3,000.00 to \$5,000.00 per pupil.

Human resources should recruit traditional martial black belts as a leadership source.

HR should consider traditional martial arts training as an adjunct to value and leadership training for managers either on an inhouse training or subsidized indojang training.

HR should consider traditional martial art training to strengthen female or minority self concept and leadership participation.

HR should consider martial arts as an adjunct to diversity training and team building.

Education institutes should consider traditional martial arts as an adjunct to leadership of students at risk.