









Military conduct model to strengthen civil military relations as a strategic operational change

Modelo de conducta castrense para fortalecer las relaciones civiles militares como un cambio estratégico de operación

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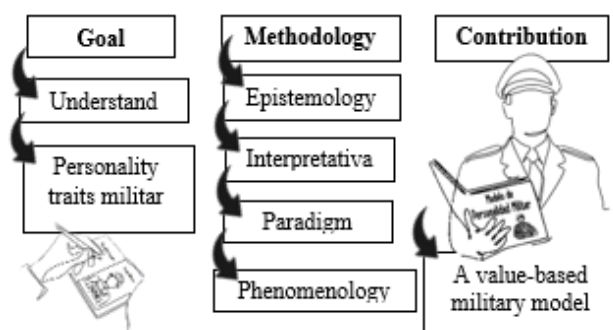
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Abstract

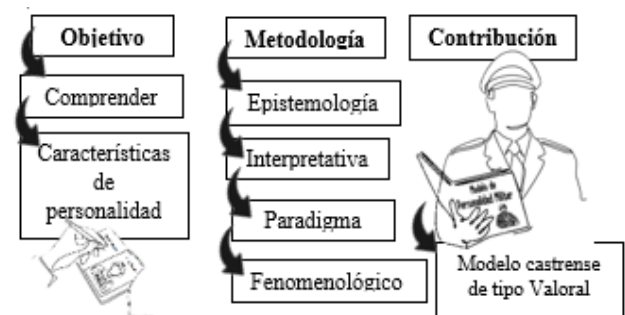
The armed forces carry out permanent tasks in favor of society; however, military activities, values, and behaviors can be misinterpreted, damaging their image and generating public rejection. The objective was to understand specific characteristics of military personality that could be developed to strengthen civil-military relations. The research was based on human development under the concepts of Frankl and Rogers; individual behavior, grounded in Allport's trait theory; and social behavior, based on Tajfel and Turner's social identity theory. A critical interpretative epistemology was used, with a phenomenological paradigm; a retrospective cross-sectional design involving five civilians and five military members; the main instrument was the narrative autobiographical interview, whose pragmatic coding allowed the identification of leadership opportunities, to develop a value-based model with spiritual and social values that translate into social well-being.



Human development, Armed forces, Social interaction

Resumen

Las fuerzas armadas realizan tareas permanentes a favor de la sociedad; sin embargo, actividades, valores y comportamientos militares pueden ser malinterpretados, dañando su imagen y generando rechazo ciudadano. El objetivo fue comprender características específicas de la personalidad militar que pudieran desarrollarse, para fortalecer las relaciones civiles militares. La investigación se fundamentó en el desarrollo humano bajo la concepción del hombre de Frankl y Roger; la conducta individual, con base en la teoría de los rasgos de Allport; y el comportamiento social, basado en la teoría de la identidad social de Tajfel y Turner. Se utilizó epistemología interpretativa crítica, con paradigma fenomenológico; diseño transversal retrospectivo a cinco civiles y cinco elementos del ejército; el instrumento principal fue la entrevista autobiográfica narrativa, cuya codificación pragmática permitió identificar áreas de oportunidad en el liderazgo, para elaborar un modelo de tipo valoral, con valores espirituales y sociales que se traduzcan en el bienestar social.



Desarrollo humano, Fuerzas armadas, Interacción social

Area: Advocacy and attention to national problems

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Introduction

The armed forces in Mexico have played a fundamental stabilizing role; a role that has evolved from original social action within the ideology of the revolution to a task of pacification and containment of violence [Cortés, 2016], which is why they have not been spared from being questioned by the stigma that civilians associate with respect to the symbolic load that links the military with the use of force [Quintero, 2021; Fernández & Miron, 2023].

According to Schütz Schütz [1972, cited by Pissette & Furtado, 2024], the social image of the military is derived from beliefs, stereotypes and observed attitudes, generating inferences and a priori judgements; which are determinants according to Piuze [2017], Schütz [1972] y Bartolomé et al. [2023] to establish the type of civilian-military link. In this sense, civilians may have two possible impressions of the military personality: the first may be associated with an image or belief in authoritarianism, induced dogmatism, rigidity and tyranny or linear thinking, due to the symbolic burden of the use of violence in the exercise of their functions, which generate rejection and alienation towards the military; and the second, associated with the recognition of the military for their love of country, righteousness, loyalty, commitment, sacrifice, honour, and this generates social validation, as well as gratitude, since it is recognised and perceived, as Bueno et al [2025] comments, within their martiality, discipline and professionalism, thus generating inferences that determine the closeness and acceptance of army personnel.

Although the term military personality can be questioned by academics of personality psychology, who, like Allport [1974] define it as 'the dynamic formation of the psychophysiological systems that decree a way of acting and thinking, which is unique to each person in the process of adjusting to his or her environment' [p.28]. This definition shows that personality is of a changing nature as it is identified as dynamic and, being internal, it is unique and not of external appearance. These characteristics, which society considers to be characteristic of the army and evident in military behaviour, are what this research refers to as the military personality, which the authors believe have become the army's identity in the mental representation of the society of which it is a part.

The army changes its role and the social perception of it is modified [Ortiz, 2023], given that the execution of the role changes from saviour to persecutor, and the population from protected victim to rebel victim, above all, as Sotomayor [2023] and Galleguillos [2023] explain, due to the constant presence of media influences and political use by government bodies, The military seeks to justify itself by portraying an image of an overbearing army that abuses its power and, as Carbonell [2002] comments, threatens the security and integrity of an unprotected civilian population.

It is important to highlight that the Mexican armed forces are in a stage of transformation to humanise and bring the military closer to society [Presidency of the Republic, 2019; 2024], making their presence more evident in infrastructure construction, as well as in social programmes, thus contributing to the National Development Plan [PND], from which the National Defence Sector Programme is derived [Ministry of National Defence [SEDENA], 2020], where one of the priority objectives is to strengthen civil-military relations.

The fact that the military take on countless tasks and functions [Sibylle, 2024], forces them to immerse themselves in a process of constant adaptation to new situations [Fernández et al., 2023], which may raise questions on the part of Mexican society, in terms of efficiency and the relevance of their participation for each of them. In this sense, the study of the military personality is necessary and important because from its development a permissive model can be obtained, consisting of: Strengthening civil-military relations and the skills of SEDENA members in the social interactions in which they must participate. Defining roles outside the armed forces, based on an analysis of the implications of the expansion of the mission and its functions, especially those that involve direct interaction with civilians.

Strengthening civil-military relations is a first step, because as Evans et al [2023] and Sutil et al [2025], explain, history itself has shown that the deployment of strategic actions and force is not enough to solve the problems of insecurity and other problems afflicting Mexico.

In the present analysis, the investigation of military personality was considered to be the key factor in fostering solid trust between civilians and the military, considering that it is an issue that reflects the impressions/beliefs that ordinary people have about the military and thus the acceptance, approach, contribution and facilitation of the tasks of military personnel, which determine the limits of their interaction and understanding.

As well as, strategies to modify the social impressions of the military personality if they do not suit him/her, and develop impressions that contribute to improve communication between the two sides of society [military and civilian], because as mentioned by Pascaline & Sébastien [2024] there are cultural and social divisions between the members that are not entirely realistic.

Theoretical framework

From the point of view of Human Development [HD], it is necessary to redefine the model that has historically followed the military behaviour known as military personality, due to the emerging circumstances that we are living today, especially due to the new assignments of functions that military personnel must carry out both inside and outside the barracks [Ayala et al, 2024].

The attitude of submission to personnel of higher ranks, endurance in the face of bad treatment, obedience to orders received, are currently being questioned in the face of the need to maintain transparent and incorruptible conduct [Pansters & Serrano, 2024].

In military schools and barracks, the learning of habits that imply rudeness as a synonym for strength, belligerence as a manifestation of bravery, abuse as an emblem of power, insensitivity as an expression of temperance and arrogance as a mark of dignity, have made a career in the armed forces a career of arms, have made the career of arms in general [Malesic, & Garb, 2024], a world that is difficult to share and accept in contexts outside of it, which has generated a certain type of mistrust and incomprehension towards the military profession [Yogaswara et al, 2024].

While it is true that talking about the arms race implies, in Freudian terms, involving the death instinct, or destructiveness [Thanatos], in no way can it be considered to be a given per se; for this reason, in this work the focus in DH is based on Frankl [1991], Austrian psychoanalyst of Jewish descent, prisoner in the Auschwitz concentration camp, creator of logotherapy whose aim is to give meaning to the self, when this has been lost, broadening his perspective to a metaphysics of everyday life; and Rogers [1985] psychologist of the third force, in function of his optimistic ideology of the nature of man; for Rogers [1982] human nature is totally worthy of trust, so he has a conception as a psychotherapist based on a genuine trust towards people's nature; that is, the increase of the range of options and possibilities among which a human being can choose, linked to the freedom to choose or the alternatives that are presented for it; understanding by options, everything that human beings value or long for with an important reason, which is based on reasonable and morally valid arguments.

In order to talk about specific characteristics of action, which are specific to the military and to be able to establish a proposed personality model, the work was based on the Trait theory of Gordon Allport, a psychologist from the United States, considered a pioneer of personality psychology. Allport [1974, p. 65] states that 'Personality is the dynamic organisation within the individual of those psychophysical systems which determine his unique adjustments to his environment'. By dynamic organisation, it is understood that personality is more than a set of behaviours. It is therefore organised and constantly developing and changing in its motivation and self-control. Psychophysical systems means that man is both body and brain [Allport, 1974, p. 67]. Psychophysical systems; these are behavioural habits, particular and general attitudes, cognitions and affects [Allport, 1937]. Deterministic; means that the personality is something and does something of itself, by itself and for itself, which dispels the concept that personality is simply a complement to others. Peculiar; means that every human being is unique in time, place, person and quality of adjustment and is differentiated from all others by these characteristics [Allport, 1974, p.69]. Adjustment to the environment; means that the individual's personality has a way of surviving within the context in which the individual finds him/herself [Allport, 1985].

According to the Social Identity theory first developed by Tajfel [1981] and later complemented by Turner & Bourhis [1996]; it is based on the idea that a subject's membership in a group or social category provides him/her with important knowledge for his/her personal identity. Membership of groups and the relationship with them determines to a large extent who the individual is, who one is individually, since it influences one's personal identity. A person's self-concept is largely determined by social identity. In the words of Tajfel & Turner [1979], identity is an individual's knowledge that he or she belongs to certain social groups, together with the emotional significance and value that this membership has for him or her. The authors consider that social behaviour encompasses a wide range of activities, including verbal communication: this includes speech, conversation, expression of ideas, opinions and feelings through spoken language; non-verbal communication: this includes body language, facial expressions, eye contact, gestures and postures, which convey information and emotions without using words; social norms: these are rules and patterns of behaviour accepted in a particular society, which guide and regulate the interaction between people.

These norms may vary according to culture and social context; empathy: the ability to understand and share the feelings and perspectives of others, which facilitates emotional connection and mutual understanding; in the same vein Moscovici [2000], mentions cooperation: the joint action of people to achieve common goals, working as a team and coordinating efforts; competition: rivalry and striving to outdo others in areas such as work, sports or academic achievement; helpfulness and altruism: the willingness to provide support, assistance and care to others, without expecting anything in return; attachment and relationship building: the pursuit of emotional connections and the formation of affective bonds with other individuals, such as friends, family members or romantic partners; conflict resolution: the ability to handle disagreements, disagreements or problematic situations constructively and peacefully; social adaptation: the ability to adjust and adapt to different social contexts and situations, showing flexibility and appropriate interaction skills.

These are just a few examples of social behaviour, and it was important for the authors of this study to bear in mind that social behaviour can vary in different cultures and social contexts, in this particular case, the military environment. individual behaviour, based on Allport's trait theory; and social behaviour, based on Tajfel & Turner [1979] social identity theory.

Unlike previous research related to the armed forces, which has been developed by civilians, whose limitation lies in the little or no familiarity with the context; or by the military, who have prioritised the study of the mental health of combat personnel; the present study is distinguished by integrating the complementary perspectives of a researcher with 12 years of experience as health personnel in a military hospital; and a civilian researcher, whose clinical career of more than four decades has given her access to military personnel. This combination enriches the analysis of civil-military dynamics, laying the groundwork for a solidly grounded theoretical model.

Methodology

A qualitative approach with a phenomenological design was adopted. The methodological approach was divided into three phases:

1] Preparatory phase; during the reflective stage, the study scenario was identified, which would be a unit of a special services group of the Mexican Army; while, in the design stage, wandering was carried out as indicated by Strauss & Corbin [2016], which allowed the informal approach to the research scenario to collect previous information and identify both: the gatekeepers [key informants] who would allow understanding the social reality of the phenomenon studied [military personality], and the study subjects who would be interviewed.

During this same stage, the autobiographical narrative method was selected, and a guide was designed for the semi-structured in-depth interview with the civilian population and another for the military.

For the collection and recording of information, Apple Dictation was used, which allowed the interviewer to focus his attention on the gestures, gestures and intonation of the subjects of study, considered by Bateson [2000], the hidden part of the language that gives meaning to the content.

In order to analyse the information, the following suggestions were made Drisko [2025], the triangulation strategy to ensure the credibility, reliability and transferability of the study, whose iterative analysis made data saturation possible.

Simultaneously, a documentary review was carried out in different physical and digital media, mainly in books and journals, with the aim of providing a solid theoretical context and substantiating the findings of the study, as well as identifying patterns and trends in the existing literature that could enrich the understanding of the researched phenomenon, which would be the basis for designing the military personality model.

2] Analytical phase; as suggested by Strauss, & Corbin [2016], coding and integration of the information was carried out, based on the grounded theory method for the reduction and transformation of data, from pragmatic decoding, whose open and axial coding allowed the interpretation of the information. Similarly, inspired by the theoretical current of Husserl [2015], we analysed intersubjectivity and everyday experiences, exploring how the self relates to the other self, in order to study the impact of the social image of the military on this interaction.

3] Informative phase; based on the findings derived from the interviews and documentary analysis, the proposal to improve the interaction between military and civilians was presented.

Five military personnel and five civilians were selected from the study subjects. For the military personnel, the inclusion criteria was that they were attached to the special services group whose main characteristic was the rapprochement with civil servants; excluding those who did not belong to the unit, or who did belong but had chronic degenerative illnesses, had been in military prison, or were under psychiatric treatment.

In relation to civilians, the inclusion criteria was that their interaction was indirect or direct, but continuous, with military personnel; excluding people who were detained in social rehabilitation centres, or rehabilitation centres, with chronic degenerative illnesses, or with psychiatric and psychological conditions.

Box 1

Table 1

Categories and subcategories of analysis

Category of analysis	Subcategories of analysis
Military Social Behaviour: Military Personality	Beliefs and values
	Behaviours
	Cognitions
	Self-perceptions
	Performance
Civil-military interaction	Congruence vs Incongruence
	Empathy vs Ecpathy
	Acceptance vs Rejection
	Openness vs intolerance
	Transparency vs opacity
	Respect vs disrespect

Conceptual definition of the categories of analysis:

1. Personalidad militar. Comportamiento social castrense caracterizado por rasgos y tendencias adaptativas de comportamiento adquiridas en el desempeño de la actuación militar y que identifican al elemento castrense, estableciéndose a partir de una serie de creencias sobre sí y el mundo que le rodea, acompañándole durante y después de la interacción con la población civil. Military personality. Military social behaviour characterised by adaptive behavioural traits and tendencies acquired in the performance of military actions and which identify the military element, establishing itself on the basis of a series of beliefs about itself and the world around it, accompanying it during and after interaction with the civilian population.
2. Civilian-military interaction. A link established through dialogue and accompaniment between civilians and the military in order to reach shared goals, and which is impacted by mutual perceptions.

Operational definition of the categories of analysis:

1. Military Personality. Constant behavioural traits and tendencies that identify them as members of the Army and Air Force, which they take on as their own and distinguish them from the civilian population.

Article

2. Civil-military interaction. Repeated series of interpersonal operations shared in a complementary manner, through which civilians and military relate to each other, to generate a reciprocal process of social influence and indicators of congruence, empathy, acceptance, openness, transparency and respect, or lack thereof, can be found.

Results

Documentary analysis. The most historically significant activities in which the Mexican Army has participated, which have generated well-being and sympathy, as well as unease and rejection in Mexican society, are presented.

Box 2	
Table 2	
Data obtained from the triangulation of sources on the activities of the Mexican Army.	
Well-being and friendliness	Discomfort and rejection
1810: The Insurgent Army led by Hidalgo and Allende begins the struggle for Mexican independence.	Forced recruitment during the Porfiriato. The Federal Army, under the Porfirio Díaz regime, carried out recruitments through repression, generating social discontent.
1821: Agustín de Iturbide enters Mexico City with the Ejército Trigarante, consolidating independence and establishing the national colours.	Assassination of Rubén Jaramillo and his family [1962].
1821-1848: National Army defends Mexico against Spanish reconquest attempts, the Pastry War and US invasion.	Repression of the Railway Strike [1958-1959. The Armed Forces repressed railway leaders such as Valentín Campa and Demetrio Vallejo, violating labour and human rights.
1862: Battle of Puebla, the Mexican Army wins a symbolic victory against French forces on 5 May, strengthening national pride...	Tlatelolco massacre [1968], repression of the student movement, resulting in hundreds of deaths and disappearances, marking one of the darkest episodes in Mexico's modern history.
1910-1920: Mexican Revolution, key participation in the struggle for social justice and the fall of the Porfirian regime, albeit with internal divisions and violence.	Militarisation in Chiapas [1994]. The presence of the army in the conflict with the EZLN generated criticism for human rights violations and a process of militarisation in the region.
1966: First execution of Plan DN-III-E during Hurricane "Inés", with evacuation, medical care and security.	War on drugs [2006-present]. The military deployment has resulted in numerous civilian and military deaths, as well as allegations of human rights abuses and violations.
1985: Plan DN-III-E during the 8.1 Richter earthquake, with rescue and reconstruction support.	Tlatlaya case [2014]. A confrontation between soldiers and armed civilians in Tlatlaya, State of Mexico, resulted in the death of 22 civilians, with allegations of extrajudicial executions.
2017: 19 September earthquake - The Army responds quickly to the emergency, reinforcing its image as a crisis support institution.	Ayotzinapa case [2014]. Military, police and organised crime were accused of collaborating in the forced disappearance of 43 normalistas from Ayotzinapa, Guerrero.
2020-2021: Pandemic COVID-19 - Involvement in vaccine distribution and logistical support, although criticised for militarisation of civilian tasks.	

In-depth interview with military personnel.

Table 3 shows that, despite the fact that military personnel perceived themselves as having more positive than negative traits, areas of opportunity were identified that have an impact on an unfavourable perception of their performance, particularly in aspects related to openness, such as social awkwardness, distrust, tension, traditionalism and dogmatism, factors that influence a less favourable image in the eyes of society.

Box 3			
Table 3			
Attitudes and behaviors identified by military personnel in relation to military personality			
Civil-military interaction	Positioning area: Perceived close relationship	Area of opportunity: Perceived medium/low ratio	Areas of opportunity: Perceived distant relationship
Dialogue	Receptive Sensitive Respectful of opinions Active listening	Negotiation Emotional intelligence	Concrete thinking
Openness	Affiliation Controlled Teamwork Collaborative	Self-motivation	Social turpitude Distrustful Tense Traditionalist Dogmatic
Transparency	Attentive to standards Honesty Reliable Confident Empathetic Humble	Interpersonal relations	Suspicious
Respect	Patriotism Discipline Kind-hearted Professional Admirable Formal Loyal Committed	Analysis Personal values	Authoritarian Strict

In-depth interviews with civilians.

Table 4 identified that civilians perceived more positive than negative traits in the military; however, areas of opportunity were detected that influence an unfavourable perception of their performance, particularly in aspects related to openness, such as social awkwardness, distrust, tension, traditionalism and dogmatism. These elements can affect the military's image in society.

Box 4

Table 4

Attitudes and behaviors identified by civilians in relation to military personality.

Civil-military interaction	Positioning area: Perceived close relationship	Area of opportunity: Perceived medium/low ratio	Areas of opportunity: Perceived distant relationship
Dialogue	Respectful of opinions Affable/prudent Receptive	Emotional intelligence Interpersonal relations Communication skills Conflict negotiation	Mental toughness
Openness	Obedience Teamwork Selective Empathetic	Emotional intelligence Social responsibility	Inhibited Traditional-nalistic Authoritarian Dogmatism Insensitive Distant Uptight Repressed Low creativity
Transparency	Attentive to standards Honesty Reliable Confident Empathetic Humble	Interpersonal relations	Emotional coldness Exhibitionism Vain
Respect	Organised Respectful Admirable imposing Punctuality Formality Group cohesion Loyalty	Personal values Self-awareness Social commitment	Dogmatism Intolerant Strict

Box 5

Table 5

Stereotypes identified through pragmatic coding related to military personality.

Subjects	Positive Stereotype [Highlighted]	Negative Stereotype [Highlighted]
Civilians	Generous Disciplined	Rigid Linear thinking Dogmatic
Military	Slaughter Adaptation Leadership	Intolerant Rigid

Analysis and discussion

The results show that military personality traits such as empathy, sensitivity, openness to change and cooperation strengthen civil-military interaction, while authoritarianism and rigidity weaken it.

This suggests the need for a training programme for future military leaders, focused on developing social skills and modifying negative behaviours, based on Bandura [1975], social learning theory, which stresses the importance of observational learning

Professionalisation must go beyond obedience, integrating personal and institutional values that promote ethical and committed leadership [Bunge, 2008]. Skills such as active listening, empathy and authenticity, supported by theories of Rogers [1985; cited by Robbins & Haase, 1985] and Gadamer et al [2001], are key to fostering genuine and enriching dialogue. Language plays a central role in constructing meaning and interpreting experiences, facilitating interaction.

The Mexican armed forces have strengthened their image through civil protection operations and social programmes, although their participation in the fight against drug trafficking and media coverage present challenges. In this sense, it is important to recall Goffman [1989], who compares social life to a theatrical representation, where interactions are performances that are perceived as real while they last, and masks or social roles are adaptations to pre-existing norms. This perspective highlights the importance of performance and perception in the construction of social reality. Goffman [1981] defines the façade as the stereotypical expression an individual uses to define a situation, including elements such as appearance, manners and settings, which may vary according to context and status. In military environments, for example, specific uniforms, insignia and behaviours are used to reinforce hierarchical roles and distinctions. Although appearance and manners may contradict each other, congruence between the two is generally expected.

Therefore, the training of leaders with social and ethical skills is essential to consolidate a new military paradigm, aligned with social demands and national security, promoting a more transparent and respectful relationship with the citizenry.

After the Revolution, civil-military relations in Mexico evolved, allowing for greater military intervention in areas such as the fight against drug trafficking and police functions, at the request of the executive branch.

This has generated a dual perception: on the one hand, key skills are recognised in military leaders, such as empathy, teamwork and conflict management, essential for effective leadership according to Zenger & Folkman [2019]; on the other hand, strict and authoritarian behaviours, typical of the military, have generated rejection in civil society [Llorens, 2025]. Heider's [1958] attribution theory explains that perceptions of the military are based on their appearance, behaviour and context, which can reinforce negative stereotypes.

To improve these relationships, it is crucial to strengthen the development of military leaders with social skills, critical thinking and effective dialogue, aligned with transformational leadership principles that foster trust and mutual respect.

In addition, Frankl [2011] theory of human development suggests that finding meaning and making authentic connections are fundamental to personal and professional satisfaction. Implementing experiential teaching methods and promoting genuine dialogue, based on transparency and respect, can improve public perception and strengthen civil-military interaction, in line with the objectives of the Ministry of National Defence Sector Programme 2019-2024.

Conclusions

Improving the civil-military link is an emerging global concern, considering it necessary to address the interrelationship that has to be established for the achievement of objectives that are of collective interest and benefit, such as national security and the performance of activities and works for the common good, thus contributing to the welfare of the nation. If the members of the Mexican Army act under the criteria of Human Development, they will have the acceptance and support of the civilian population, which is why it is necessary to develop in future commanders dialogic competencies of openness, transparency and respect, as part of a social commitment, which translates into the welfare of the community and the preamble of freedom, this approach will not only strengthen the trust between military institutions and society, but also promote ethical and humanistic leadership, aligned with the values of justice, equity and service.

Thus, the foundations will be laid for harmonious coexistence and sustainable national development, where dialogue and collaboration are fundamental pillars for building a more inclusive and secure future for all; for social transformation and peacebuilding begin with a profound change in the mentality and values of individuals; as the United Nations Educational, Scientific and Cultural Organization [UNESCO, 1946] points out, 'Since wars begin in the minds of men, it is in the minds of men that the defences of peace must be constructed' [p. 6].

The proximity between military forces and citizenship contributes to human development, on the basis that reciprocity establishes harmonious relations, generating well-being and hope; this last element, according to Fromm [1980], is a determining factor in seeking changes of a social nature that are aimed at higher levels of action and a higher state of consciousness, but refers to the hope that articulates expectations and action, and not a contemplative state of waiting as an act of faith that things will happen because they have to happen. Hope in opening the door to new possibilities and not waiting for them to open on their own, by commission, chance, miracle or good luck.

Contribution

The military personality model takes up the ideas of Goffman [1981], who argues that people, when playing a role, seek to make others accept the image they project as authentic, believing in the properties and results they portray. The aforementioned author's distinction between sincere actors, who fully believe in their portrayal, and cynics, who act without conviction, but seek to convince their audience for other purposes, is relevant insofar as confidence in the performance depends on the individual's inner security; insecure actors resort to masks or facades to validate their role to the public.

The proposed military personality model is a conceptual, value-based one, where symbolism must be understood and internalised in order to achieve a result. For a long time, military leadership focused on command and obedience for the fulfilment of the mission; however, Mexico is going through a stage of social transformation in which military leadership must evolve into something more profound, such as HR.

This means that it is imperative to develop spiritual and emotional competencies, such as cordiality, equality, respect, consideration, trust and transparency; these are attitudes and behaviours that must be based on the conviction of commanders, which should emerge as part of the military's integral training.

A military personality model, as an emerging resource in the face of the new reality that Mexico is experiencing, must characterise the military beyond weapons, uniform and pre-established values; where weapons are the books and trenches are the efficient work, as part of the dialogic competence that empowers the military and motivates the civilian population to support the actions that emanate from the military profession. Spiritual and social values will allow the military to identify with the civilian population of which it forms part, avoiding, as far as possible, attributional biases that limit frank, open and respectful dialogue; away from masks or facades, as sincere actors, with a single objective, well-being.

Declarations

Conflict of interest

The authors declare no interest conflict. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Author contribution

Moreno-García, Blanca Verónica: Contribution with introduction, methodology, conclusions and proposal; in-depth interview with military personnel, pragmatic coding,

Moreno-Cuahtecotzi, Francisco Javier: Contribution with writing of theoretical foundation, methodology, results, analysis, discussion and conclusion; in-depth interviews with civilians.

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Abbreviations

DH	Human Development
PND	National Development Plan
SEDENA	Secretariat of National Defence
UNESCO	United Nations Educational, Scientific and Cultural Organisation

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Antecedent

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