

Seminars

A: **Leadership**

B: AI/Cyber

C: Drone warfare

D: Generation Z – Recruitment of young officers

A-Leadership

Agenda

1. Welcome and short intro
2. Results survey
3. Discussion

Intro

- Leadership
 - As old as humanity, but how is it defined?
 - Theoretical approach (leadership science) - many leadership theories
 - Criticism: atheoretical
 - Leadership can be understood via multiple academic disciplines, including:
 - Psychology: focus on individual behavior and cognitive processes
 - Personality psychology: focus on individual personality traits
 - Social psychology: focus on social interactions
 - Sociology: focus on social structures
 - Political science: focus on governance, politics, and public administration
 - Management: focus on leading organizations
 - History: focus on past leaders and movements
 - ...
 - Practical approach – through training and exercises
- Survey
- Implications new security environment, VUCA, War in UKR

Survey

- Subject: compare leadership approaches at different military academies
- Purpose: trigger reflection @EUMACS
- Method: online questionnaire, 8 closed questions, 9 open questions
- 14 Academies (out of 23) responded to the invitation

Results Survey

Number of Academies by Country

BE: Belgium	1
BG: Bulgaria	2
EL: Greece	2
ES: Spain	2
HU: Hungary	1
AT: Austria	1
PL: Poland	2
PT: Portugal	2
RO: Romania	1
Total	14

Military Academies

ACADEMIA GENERAL DEL AIRE (ES)
ACADEMIA GENERAL MILITAR (ES)
Academia Militar (PT)
Hellenic Military Academy of Combat Support Officers (EL)
Hellenic Military Nursing Academy (EL)
Instituto Universitário Militar (PT)
Ludovika University of Public Service (HU)
Nikola Vaptsarov Naval Academy (BG)
Polish Air Force University (PL)
Polish Naval Academy (PL)
Rakovski National Defence College (BG)
Romanian Naval Academy (RO)
Royal Military Academy (BE)
Theresan Military Academy (AT)

Results Survey

Main takeaways:

- Leadership takes an important place in the curricula.
- There is no (common) definition of leadership.
- Most academies have a reference document (vision, doctrine or concept) describing leadership.
- There are small differences on what falls in or out the scope of leadership.
- Most academies use a combination of academic and practical methods to teach leadership.
- Most academies have a leadership development concept.
- There are different approaches with regard to the update of leadership courses to align with the requirements of current missions and operations.
- There is a desire to intensify evidence-based approaches to leadership development.

Discussion

Discussion

- Need a common definition? Leadership, Management, Command?
 - No need for a common definition
 - Basic components should be enough: “influence”, “inspiring, motivation”, “common purpose/objective”
 - Importance values
 - Importance to generate trust
 - Integrate aspect of followers
 - Military leaders have specific responsibilities that need to be clearly specified and educated (legitimate power to use deadly violence in certain circumstances).
 - Discussion showed that there were different ways to understand concepts as leadership and command.

Discussion

- Academic, Theoretical or practical education? Or mix?
 - Need to offer a broad scope of theoretical background
 - Need to apply a combination of academic and practical courses
 - Question on how to teach leadership, how to create situations generating the right leadership behaviour.
 - Leaders must have acquired the necessary background in order to adapt to the context and the circumstances (situational and adaptive leadership). Based on that they will develop their own leadership style.

Discussion

- Need minimum common learning objectives or minimum common learning program?
 - Professional skills: MDMP, COPD, ...
 - Behavioural skills: communication, cross-cultural interaction, value based leadership, characterbased leadership, authentic leadership, ethical leadership, transformational leadership, ...
 - Some common learning objectives might be recommended.
 - Also important to focus on coherence and synergy between leadership development NCOs and Junior officers.
 - Learning objectives are also different pending the level: direct leadership at team/group level, organisational leadership at staff level and strategic leadership at senior level.

Discussion

- Impact new security environment (VUCA, New disruptive technologies, War in UKR, Assertive attitude Russia, ...)
 - Yes, academies have to adapt their leadership courses to the requirements from the field.
 - Military training has to offer more complex challenges and to integrate more hardship training (commando, jungle courses,...) in order to prepare the young officers for their future roles.
 - On one hand difficult to integrate new technologies in basic military training (drones, UAV, Cyber), on the other hand cadets need to be prepared (ethical dilemmas linked to the use of AI in targeting, ...).
 - Keep the balance between new technologies and the human aspect. Education should focus on both (e.g. War in UKR: determination of UKR forces, will to fight, resilience, ability to suffer losses,...).

Thank you