**PROGRAMME: NATO HFM-369 Research Workshop (HFM-369/RWS),** London, 20 - 23 May 2024.

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| **D.-01**  **Monday 20 May** | | |
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| 19:00 – 21:00 | Opening Ceremony & Welcome Keynote | *The Royal Air Force Club, Piccadilly.*  Cross-Cultural Leadership: Prof Montgomery McFate, Col Dr Martyn Forgrave & Prof Kamila Trochowska-Sviderok. |
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| **D.01  Tuesday 21 May** | | |
| 08:30 – 09:00 | Registration |  |
| 09:00 – 09:15 | Welcome | Introductions / Housekeeping / Forecast |
| 09:15 – 10:00 | Opening Keynote 1 Defence perspective | **Senior NATO VIP invited.** |
| 10:00 – 11:00 | Opening Keynote 2 Academic overview | **Prof Keith Grint**, *Professor Emeritus of Public Leadership, University of Warwick* |
| 11:00 – 11:30 | Coffee Break |  |
| 11:30 – 12:00 | **NATO HFM-286 RTG** Summary & briefing | **RTG-286 members:** Dr hab. Kamila Trochowska-Sviderok, Dr Edward Gosling, Ms Ann Rubens Mortensen, Dr Melinda Key-Roberts. |
| 12:00 – 13:00 | Speaker 1 Transformative Capability (Virtual) | **Prof Bernd Vogel** (Henley Business School) *Professor in leadership and founding director of the Henley Centre for Leadership*. |
| 13:00 -13:45 | Lunch |  |
| 13:45 – 14:45 | **Group Session 1** Transformative Capability | **Associated Competency Domains**: Instils need for change / Anticipates change requirements / Provides support for change / Enables and empowers others |
| 14:45 – 15:00 | Coffee Break |  |
| 15:00 – 16:00 | Speaker 2 Technological Capability | **Ilia Vitiuk,** *Head of Cybersecurity Department, Security Service of Ukraine (SBU)* |
| 16:00 – 17:00 | **Group Session 2** Technological Capability | **Associated Competency Domains:** Integrates technology / Understands effects of leveraging technology / Understands capabilities |
| 17:00 – 17:15 | Wrap Up | End day 1 |
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| Evening | Free time | Local restaurants and independent sight-seeing (optional) |
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| **D.02**  **Wednesday 22 May** | | |
| 08:45 – 09:00 | Admin | Updates / Housekeeping / Forecast |
| 09:00 – 10:00 | D.02 Opening Keynote The Contemporary Context | **Air Commodore (ret) Prof Dr Frans Osinga.** *An expert in IR and War Studies, Leiden University* (NLD) |
| 10:00 – 10:30 | Coffee Break |  |
| 10:30 – 11:30 | Speaker 3  Cognitive Capability | **Dr Lorraine Dodd.** *An expert in thinking skills for Defence leaders, Cranfield University* |
| 11:30 – 12:30 | **Group Session 3** Cognitive Capability | **Associated Competency Domains:** Thinks strategically / Possesses English Language Skills / Engages in Ethical Reasoning |
| 12:30 – 13:15 | Lunch |  |
| 13:15 – 14:15 | Speaker 4  Professional Expertise (Virtual) | **Prof Gulnaz Sharafutdinova.** *An expert in Russian politics, King’s College London*  **Col. Mietta Groeneveld (NLD).** *Commander of the NATO Command & Control Centre of Excellence* (1) |
| 14:15 – 15:15 | **Group Session 4** Professional Expertise | **Associated Competency Domains:** Operates in NATO context / Operates in military context / Operates in cross-cultural context |
| 15:15 – 15:30 | Coffee Break |  |
| 15:30 – 16:30 | Speaker 5  Personal Attributes | **Mark Hodder**, ‘influence and motivation’ - an independent leadership and learning development specialist. |
| 16:30 – 17:30 | **Group Session 5** Personal Attributes | **Associated Competency Domains:** Upholds principles / relationship oriented / Thrives in ambiguity / Demonstrates resilience / Learning orientated |
| 17:30 – 17:45 | Wrap up | End day 2, directions for conference dinner. |
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| 19:00 – 22:25 | Evening Panel & Networking Event at the Tower of London | *The Royal Regiment of Fusiliers’ Officers’ Mess*  **Panel event: Reflections on Gender, Inclusive Leadership & Sustainable Security in an Operational Context**  **HFM-368/RTG Gender, Inclusive Leadership and Sustainable Security,** Research Task Group Introduction  **Col Hennadiy Kovalenko**, *Director International Staff, Ukraine MOD*: A perspective on the realities of contemporary warfare.  **Prof Montgomery McFate**, Ursula Graham Bower MBE: The Only Woman to have Combat Command with the British Army in World War Two.  **The Ceremony of the Keys,** an ancient ritual for the closing of the gates; the oldest extant military ceremony in the world. |
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| **D.03**  **Thursday 23 May** | | |
| 09:00 – 09:15 | Admin | Updates / Housekeeping / Forecast |
| 09:15 – 10:15 | Speaker 6  Social Capability | **Prof Laurie Mulvey.** *Founder of the Penn State University’s World in Conversation Center for Public Diplomacy and creator of the NATO Innovation Extended Hand pre-deployment cross-cultural communication training program.* |
| 10:15 – 11:15 | **Group Session 6** Social Capability | **Associated Competency Domains:** Builds trust / Facilitates collaboration and communication / builds consensus. |
| 11:15 – 12:15 | **Group Session 7**  Next Steps | Reflection, feedback and action planning for taking ideas and connections from the RWS forward once participants have returned to their units and nations. |
| 12:15 – 13:00 | Lunch |  |
| 13:00 – 14:00 | Closing Ceremony & Keynotes  The Future for NATO Leadership  Leadership: Personal Insights | **Col. Mietta Groeneveld (NLD).** *Commander of the NATO Command & Control Centre of Excellence* (2)  **Senior member of His Majesty’s Government (Defence) invited.** |
| 14:00 – 15:00 | Wrap up | **Col. Dr. Martyn Forgrave** (GBR) / **Prof Montgomery McFate** (USA). RWS co-chairs’ summary, thanks and bon voyage, followed by tea and coffee and informal farewells. |
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| 15:00 | Close | End of RWS |
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