



## SCIENCE AND TECHNOLOGY ORGANIZATION HFM-369 RESEARCH WORKSHOP (RWS) on

## LEADER DEVELOPMENT FOR NATO MULTINATIONAL MILITARY OPERATIONS

organized by the

### Human Factors and Medicine Panel (HFM)



to be held in

**London, UK, 20-23 May 2024**

This Research Workshop is

**NATO UNCLASSIFIED  
open to NATO Member Nations**

**Latest Enrolment Deadline  
19 April 2024**

Enrol via the [HFM-369/RWS Registration Form](#)

All presentations and discussions will be held in English.

**No conference fee for presenters or participants**

## INTRODUCTION

### General Information

This Research Workshop (HFM-369/RWS) follows the publication of the HFM-286 Technical Report (TR) 'Leader Development for NATO Multinational Military Operations' (Sept 2022). HFM-286/TR brought together leader development experts from six NATO member nations to provide senior leader development guidance tailored to the demands of NATO multinational operations at the senior, strategic level. The proposed workshop seeks to foster research focused on developing future military leaders in accordance with the competencies identified in the Integrated Framework of NATO Multinational Leadership Competencies.

This RWS aims to:

- Present and disseminate the findings of HFM-286/TR and operationalize the report with NATO military strategic leadership and leader development specialists and researchers.
- Test and validate the leader development framework against current thinking among leadership subject matter experts (SMEs) in NATO.
- Promote the exchange of cutting-edge knowledge and ideas among an audience of specialists on the important topic of leader development to enhance the capability of the NATO S&T community to respond adequately to the NATO requirements.

Attendance to STO Research Workshops is by invitation only from STO National Delegates and from HFM Panel Members and will be restricted to citizens from NATO member nations.

Participants will be invited by the Program Committee based on subject matter expertise in leadership and leader development in the Defence and Security sector in NATO and/or a member nation. The RWS will provide the opportunity for participants to hear from experts in the field of leadership, to share knowledge and insights, and to discuss and dissect the HFM-286/TR in working groups to develop shared understanding of the report's findings and practical application.

### S&T Organization in NATO

Science & Technology (S&T) within the NATO context is defined as the selective and rigorous generation and application of state-of-the-art, validated knowledge for defence and security purposes. S&T activities embrace scientific research, technology development, transition, application and field-testing, experimentation and a range of related scientific activities that include systems engineering, operational research and analysis, synthesis, integration and validation of knowledge derived through the scientific method.

The mission of the NATO STO is to help position the Nations' and NATO's S&T investments as a strategic enabler of the knowledge and technology advantage for the defence and security posture of NATO Nations and partner Nations, by:

- Conducting and promoting S&T activities that augment and leverage the capabilities and programs of the Alliance, of the NATO Nations and the partner Nations, in support of NATO's objectives.
- Contributing to NATO's ability to enable and influence of security- and defence-related capability development and threat mitigation in NATO Nations and partner Nations, in accordance with NATO policies.
- Supporting decision-making in the NATO Nations and NATO.

## INFORMATION ON HFM-369/RWS

### The Human Factors & Medicine Panel

The mission of the Human Factors and Medicine (HFM) Panel is to provide the science and technology base for optimizing health, human protection, well-being, and performance of the human in operational environments with consideration of mission effectiveness and affordability. This involves understanding and ensuring the physical, physiological, psychological, and cognitive compatibility among military personnel, technological systems, missions, and environments. This is accomplished by exchange of information, collaborative experiments, and shared field trials.

### Context

The 21st century global security environment has led to an increase in the scale, frequency and complexity of NATO multinational military operations. Leaders of coalition military forces experience complex challenges related to differences in operational practices, authorities, military doctrine, command & control organizations and practices, and cultural issues that may influence and impact effectiveness. It is therefore necessary to consider strategies for developing leaders in preparation for leading multinational military operations under VUCA conditions. Military strategic leaders must be prepared to be socially, culturally, organizationally, and technologically adept, and able to manage differences that arise when working with other military forces, non-military organizations, international relief agencies, and non-governmental organizations. Such leaders must be adaptive and capable of working seamlessly with coalition partners, while remaining operationally effective.

### Topics to be Covered

HFM-RWS/369 will be structured using the following core competencies identified in the HFM-286/TR Leader Development Framework:

- **Personal Attributes** – Upholds Principles; Relationship Oriented; Thrives in Ambiguity; Demonstrates Resilience; Learning Oriented.
- **Cognitive Capability** – Thinks Strategically; Possesses English Language Skills; Engages in Ethical Reasoning.
- **Professional Expertise** – Operates in a NATO Context; Operates in a Military Context; Operates in a Cross-Cultural Context
- **Social Capability** – Builds Trust; Facilitates Collaboration & Communication; Builds Consensus.
- **Transformative Capability** – Instills Need for Change; Anticipates Change Requirements; Provides Support for Change; Enables & Empowers Others
- **Technological Capability** – Integrates Technology; Understands Effects of Leveraging Technology; Understands Capabilities

The examination of the above competencies will be informed by the following themes identified in the HFM-286/TR:

- Complexity
- Creativity
- Technology
- Relationships
- Cross-culture
- Ethics

## Event Format

HFM-369/RWS is being hosted and coordinated by the Defence Leadership Centre (DLC), part of the Defence Academy of the United Kingdom, on behalf of NATO STO and the UK Ministry of Defence. In the proposed format, the primary daytime venue (Tues 21 – Thurs 23<sup>rd</sup> May) will be the Royal College of Defence Studies (RCDS), Seaford House in Belgrave Square, London. The event will commence on the first evening (Monday 20<sup>th</sup> May) with an opening ceremony held at the Royal Air Force Club, Piccadilly. The final night (Wednesday 22<sup>nd</sup> May) will be marked by an evening panel event on Gender, Inclusive Leadership and Sustainable Security, with keynote speakers and networking, hosted at the Fusiliers' Officers' Mess located within the Tower of London.

## Expected Achievements

HFM-369/RWS will encourage deeper engagement with HFM-286/TR 'Leader Development for NATO Multinational Military Operations' by NATO member nation stakeholders. It will deliver a partial content validation of the Leader Development Framework and disseminate the findings of the technical report to a wider defence audience.

HFM-369/RWS will also identify and review emerging topics relevant to contemporary warfare, such as the integration of advanced technologies like Artificial Intelligence (AI) and outline the implications for leader development and strategic leadership in contemporary/future military operations in conflicts, such as Russia/Ukraine.

HFM-369/RWS will facilitate the sharing of ideas and knowledge of leadership development good practice for the contemporary international Defence and security environment among NATO subject matter experts, member nation stakeholders. This will include collaborative work on gender, inclusive leadership and sustainable security (HFM-RTG/368), cultural competence and other soft skills required for reflexive contemporary and future leadership. HFM-RWS/369 will provide a forum for the cultivation of new leader development networks amongst NATO member nations.

## Exploitation and Impact

This UK-hosted NATO event aligns with the 'Setting out the future Vision of NATO' strand of His Majesty's Government and MOD celebrations of the 75th Anniversary of the foundation of NATO.

HFM-369/RWS will facilitate intensive information exchange on leadership development in a multi-national context. Furthermore, the workshop will help to identify gaps in leader development and foster joint research collaborations aimed at addressing gaps. The publication of HFM-286/TR 'Leader Development for NATO Multinational Military Operations' broke new ground in defining contemporary and future requirements for effective NATO multinational leader development. This RWS offers an opportunity facilitate information exchange and focused discussion to enhance the capability of NATO's S&T community in this area.

HFM-369/RWS aims to foster collaboration on best practice and to establish a community/network of experts across NATO member nation centers of leader development.

## Preliminary Information for Participants

HFM-369/RWS will be guided by the findings of the HFM-286/TR, 'Leader Development for NATO Multinational Military Operations'. The event will comprise of selected keynotes by academic and practitioner SMEs and working groups that will aim to contextualize, review and operationalize HFM-286/TR. Participants will have the opportunity to share reflections and observations on how the report relates to their area of responsibility in leader development, and to workshop potential concepts for further development and operationalization in their nation's leader development programs. Copies of HFM-286/TR will be circulated to registered participants in advance. Participants will be requested to familiarize themselves with the contents of the report and come prepared to provide feedback on the framework and analysis it presents.

## Expressions of Interest

Expressions of interest are invited from:

- Participants from any NATO member nation.
- Anyone currently serving with, or employed by, a defence organization or academic institution (military or civilian).
- Individuals with a specialism or engagement in senior or strategic (OF3+) leader development (academic or practitioner).

Expressions of interest should include a rationale for involvement (length: 200-500 words) containing the following information:

- Your organization/affiliation, grade/rank, job title/role.
- Your organization/affiliation's contribution to leader development.

Respondents must send expressions of interest by e-mail as PDF to:

- **RWS Co-chair (GBR)** - Col Dr Martyn W FORGRAVE  
[martyn.forgrave711@mod.gov.uk](mailto:martyn.forgrave711@mod.gov.uk)
- **RWS Co-chair (USA)** – Prof Montgomery MCFATE  
[Montgomery.McFate@usnwc.edu](mailto:Montgomery.McFate@usnwc.edu)
- **RWS Secretary** – Dr Edward GOSLING  
[edward.gosling101@mod.gov.uk](mailto:edward.gosling101@mod.gov.uk)

Papers are not required.

## HFM-369/RWS CHAIRS

Prof Montgomery MCFATE, US Naval War College (USA)  
Col Dr Martyn W FORGRAVE, UK Defence Academy (GBR)

## HFM-369/RWS Programme Committee

Prof Kamila TROCHOWSKA-SVIDEROK (POL)  
Dr Edward GOSLING (GBR)  
Ms Ann RUBENS MORTENSEN (DNK)  
Dr Melinda KEY-ROBERTS (USA)

## ENROLLMENT INFORMATION

**REGISTRATION DEADLINE: 19 April 2024**

Enroll via the [HFM-369/RWS Registration Form](#)

If you are interested in enrolling but have not yet had an expression of interest accepted by the HFM-369/RWS Programme Committee, please contact **Col Martyn Forgrave**, **Prof Montgomery McFate** or **Dr Edward Gosling** via the email addresses provided by **15 April 2025**.

## UK DEFENCE ACADEMY HOST COORDINATORS

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## NATO COLLABORATION SUPPORT OFFICE (CSO) HFM PANEL OFFICE

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