

International Workshop

Core Values and the Expeditionary Mindset

Stockholm, 8 – 10 January 2010



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Swedish introduction

Dagens internationella säkerhetsläge gör en transformation från konventionella väpnade styrkor till expeditionära styrkor angeläget. Detta möts med en utveckling av en expeditionär förmåga genom att omorganisera militära styrkor till mindre och modulerbara enheter inriktade mot missionsspecifika mål och som förmår att genomföra uppdrag i krävande miljöer. Det internationella säkerhetsläget påkallar, utöver förändringar i sammansättningen av militära styrkor, även en förändring i "mindset". När konventionella militära styrkor förändrar sitt sätt att tänka, med en orientering mot expeditionära uppdrag, fodras uppmärksamhet för hur militärens "core values" påverkas. En sådan förändring kommer särskilt att påverka institutionella angelägenheter såsom organisationskultur och lärande, träning och förberedelser och förmåga till anpassning. Detta gör det angeläget att genomföra teoretiska och empiriska studier av koncepten "core values" och "expeditionary mindset". Inom detta område har internationell samhällsvetenskaplig forskning, från olika länder och militära styrkor, presenterats under den internationella workshopen "Core Values and the Expeditionary Mindset". Mellan den 8 till 10 januari 2010 ansvarade institutionen för ledarskap och management vid Försvarshögskolan för denna workshop.

Workshop report

Today's international security environment necessitates that modern militaries transform from conventional armed forces to expeditionary forces. To this end, developing an expeditionary deployment capability depends in part on reorganizing armies into smaller, more modular and mission-tailored forces that are capable of operating in austere environments. The current security environment necessitates a change not only in a military's force composition, but also in mindset. Changing the conventional military way of thinking towards one that is focused on expeditionary operations calls into question how such a transformation will influence the core values of a military. In particular, such a change will impact institutional areas such as organizational culture and learning, training and preparation, and adaptability. What is required then is the need to theoretically and empirically study the concepts of 'core values' and the 'expeditionary mindset'. Exploring international social science research from various countries and armed forces is among the tasks of the international workshop 'Core Values and the Expeditionary Mindset'. This workshop was hosted between 8 – 10 January 2010 by the Department of Leadership and Management of the Swedish National Defence College.

Professor Patricia Shields of Texas State University opened the workshop with her presentation "21st Century Expeditionary Mindset and Core Values: A Review of the Literature" that reviewed key literature on core values and the expeditionary mindset. Noting the lack of current literature that gives direct attention to the topic of the expeditionary mindset and core values, Shields defines the expeditionary mindset as how people think or the set of critical thinking skills and mental orientation soldiers and their leaders need to succeed in the expeditionary environment. Shields believes that the ideal expeditionary mindset must exercise 'classical pragmatism' in the field. She encapsulates this form of pragmatism through four tenets: practical, pluralistic, participatory and provisional – or the 4 Ps. These tenets provide direction as to how the mindset should operate in a given context. The expeditionary mindset must take into account practical problems. Soldiers are expected to use critical thinking skills and act to address problematic situations. In the process of dealing with the practical problems they incorporate the diverse views of the joint partners and community members or their perspective is pluralistic. They incorporate these views by listening and engaging in cooperative collaborative efforts. This process is participatory. Finally, given that within any situational context there exists a certain level of uncertainty surrounding problematic situations or actions, there is no guarantee that indoctrinated responses will work to address the problem. They must be flexible and able to adapt to complex situations. Hence, the required approach must be provisional. With a decentralized hierarchical structure that further empowers low level officers, more specifically the Strategic Private, and employs the use of Network Centric Warfare, the expeditionary mindset is better suited for the smaller, more modular and mission-tailored expeditionary forces that are necessary for the current security environment.

The transformation from a conventional to expeditionary mindset would fundamentally alter the understanding and manifestation of military core values within the organizational construct. More importantly, this change lies in values that guide decision making. Ideally, training in virtue-ethics instills qualities such as loyalty, honesty and courage which develops good moral behavior and character. Having an individual who will respond accordingly in austere conditions due to

conditioned responses is highly desirable. One way to secure this is by developing critical optimism. Critical optimism is the belief that specific conditions which exist at one moment, bad or good, can always be bettered. Adapting this mindset to utilize such a thought process is essential for expeditionary forces, as it overcomes negativity and enables the individual to approach tasks in a dogmatic fashion.

Professor Eyal Ben-Ari of the Hebrew University of Jerusalem's presentation "Hybrid Wars, Complex Environments and Military Leadership: The Militaries of the Industrial Democracies and Expeditionary Forces" focuses on how the character traits and actions of military leaders in contemporary armed forces continues to be important alongside new characteristics and accomplishments in expeditionary operations. Ben-Ari asserts that in hybrid conflicts officers adopt hyphenated roles in order to perform a variety of tasks in a conflict-setting. Hyphenated roles develop role-tensions between different components of expected behavior, requiring new kinds of training and promotion structures to adapt to austere environments. The changing role of the deployed officer is also reflective of the changing internal composition of the military. Professional militaries are becoming more diversified, comprising of greater ethnic, racial and gender composition. Such armed forces are now employing more educated soldiers and relying more heavily on their reserve components, creating an 'organic' military that has a more flexible division of labor, and is decentralized with informal communication and a low formal hierarchy. Ben-Ari contends that such militaries are adapted to operating in expeditionary environments, requiring military leaders to become centers of gravity with strong personal bases of power that enable them to work in loose organizational structures, in fragmented cultures and employ technologies that increase their advantage in the field. While leaders traditionally have a responsibility for providing a sense of purpose to members of their units, the increased diversity of units and the openness of the military to civilian considerations have made this more difficult. This then requires a modular approach that is cumulative and focused on the positive aspects and behaviors of military leaders, where new military capacities, conditions and organizational configurations are added to conventional ones in order to operate in hybrid conflicts. As a result, expeditionary forces would be an opportunity to enact such an adaptive change to the current security climate.

Examining the complexities of the current security environment in Afghanistan, Professor Donna Winslow of the US Army Logistics University further delves into the realm of the relationship between the traditional military mindset and core values in contemporaneous security operations. In her presentation, "Old Values and New Wars", Winslow focuses on how contemporary counterinsurgency (COIN) literature is narrowly focused on a blanket approach which negates to address the "Shadows of War" (illegal networks of individuals that are non-state, non-legal and non-formal, which seek to profit from conflict that is supported by a globalized economy) that exist both in war and peace time. In Afghanistan, the insurgency is increasingly strengthened through globalized capabilities such as internet-based financial transfers and strategic electronic communication networks, which allow clandestine groups to operate within the Afghan-Pakistan border region. Financing of the Afghan war connects the Taliban to the global economy; as such networks are rooted in indigenous identity. Cultural identity nurtures these networks which further legitimizes Taliban ideology and enables them to operate a 'war economy' that is dependent on an atmosphere of insecurity. Given the complexity of implementing appropriate responses to address

the current COIN environment, militaries often do not see it as their role to confront such a system. This is a result of a traditional mindset that permeates within modern militaries.

Using the Swedish Armed Forces (SAF) as her case study, Winslow contends that a gradual shift exists in its traditional thinking from territorial defense (Peoples Defense) towards Network-centric Warfare (High Tech Defense). Despite being a peacetime establishment geared towards conscript training, the SAFs deployment in missions such as United Nations peace operations is slowly altering that mindset towards greater acceptance in participating in expeditionary operations. This is being done through a change in old core values where the traditional military mentality continues to idealize conventional warfare. Underscoring the SAF as a social institution which is slowly institutionalizing organizational operational knowledge and value- systems based on individual and collective experiences in peace support operations, Winslow contends that the gradual move towards an expeditionary military will create a hybrid force where traditional core values continue to exist. While continued emphasis on conventional war will find emotional resonance within the SAF, its future lies in participating in international coalitions or peace operations that work within the COIN framework towards stopping global conflict and securing local peace.

Institutionalizing core values within the expeditionary mindset should only be done through developing doctrines that govern appropriate responses and actions in austere conditions and situations. In his presentation “Values, Conceptions, Doctrines and Good Answers: Expeditionary Ethical Tools”, Professor Asa Kasher of Tel Aviv University advocates for the need to conceptualize core values by creating mini theories that enables soldiers to understand how core values are represented within their behavior. This is further reinforced through the indoctrination of responses to situations and events that can occur while deployed in a specific environment. Creating doctrines enables sets of norms to be applied under circumstances in which a soldier will be able to draw from and utilize in an expeditionary environment. If the individual follows this doctrine, then the values within them are embodied and will be adhered to, ensuring proper behavior. Through doctrines, commanders will be able to provide good answers to his subordinates that provide the most concrete representation of propriety and consideration that a leader has for his subordinates while in the field. Kasher contends that such doctrines provide guidance to military leaders who will face a variety of challenges in their deployment. This in turn can be utilized to assure subordinates of the actions within an impending situation.

Contrary to the idea of the indoctrination of core values and the expeditionary mindset, Dr. Gerhard Kümmel of Bundeswehr Institute of Social Sciences believes there is a need to expand the discussion of core values into a broader context that includes soldiery identity. His presentation, entitled “Identity, Identity Shifts and Identity Politics: The German Soldier between World Risk Society, Politics, Society and Military Organization”, seeks to examine soldiery identity and how the broad normative fabric (what identity should be) determines how a soldier should trained towards developing the skills necessary for operations at home and abroad. His presentation emphasizes how driving factors such as globalization have created a World Risk Society with pre- and post-Westphalian elements. Operating within this new system is an ambitious German politics which utilizes multilateralism as a means to accentuate its voice within the international community. In order to play a vital role in this context, the German government requires a military that exudes

democratic traits and competencies. Given the requirement for a military to operate in support of German foreign political objectives, this necessity is ambivalently accepted by a German public known for its hesitant support of its military to play an expeditionary role internationally. Acknowledging the need for contemporary militaries to train soldiers for multifunctional operations abroad, Kümmel emphasizes that as the soldiery identity is continually subject to dynamic processes of change resulting from its environment, the nature of threats against the state and oneself, which cannot be permanently fixed, and must remain flexible. This adaptability determines the tasks, to which a soldier can respond to, and therefore the skills and capabilities necessary to complete their job. In essence, Kümmel advocates for modern militaries need to transform their armed forces towards developing hybrid soldiers that are well trained, well-educated, and culturally sensitive in areas of operation. Such mission-specific combatants possess the skill sets and inter-cultural and social skills necessary to operate effectively for expeditionary operations. These skills and capabilities must be imbedded in one's identity and should be done so through *Innere Führung* (leadership and civic education).

Along with the discussion of expeditionary forces from various countries, Professor Kai Michael Kenkel, Professor at the Institute for International Relations Pontifical of the Catholic University of Rio de Janeiro, shares his findings through his presentation on "Core Values and the Expeditionary Mindset of the Brazilian Corpo de Fuzileiros Navais (CFN)". Current literature and discussion regarding expeditionary forces only centers on Western militaries. Kenkel contends that there is a difference between rapid reaction forces of developing countries and those of industrialized nations. Essentially, Kenkel presents the CFN as a highly mobile force that is mission-specific, with a flexible composition whose deployment of force is based on the desired effect of the mission, and not a fixed doctrine. Parallel to Patricia Shields presentation on the functionality of an expeditionary soldiers' mindset is that the CFN trains its personnel to use a problem solving mindset that places greater emphasis on understanding the implications of their actions in the field and adhering to strict discipline when deployed. What is interesting about the CFN is how its existence seemingly contradicts Brazilian foreign and domestic policy. Placing high value on cultural adaptation and affinity, the CFNs experience operating domestically in synergy with the Brazilian police in the Favelas has increased its ability to work jointly with different security and civil organizations within a mission area. Yet as a developing nation, Brazil is very conscious of its own limitations. Being very nationalistic and sensitive to outside criticism, Brazil is a very risk-adverse state whose foreign policy is fundamentally defensive. It places high importance on non-intervention and state sovereignty, and will only deploy to countries that are culturally similar, thus limiting its deployment to the Latin American and Caribbean region. With Brazil's attempt to increase its global profile, primarily through UN peace operations and its leading contribution to MINUSTAH, the CFN has grown in importance as the force most suited to promote and secure Brazilian interests abroad.

Workshop programme

Friday, 8 January 2010

Room: Lejonsköldska salen

13.15 – 13.45 Registration and coffee

13.45 – 14.00 Welcome by Prof. Franz Kernic (SNDC)

Welcome and introduction by Henrik Fürst and Adrian Ratkic (SNDC)

Panel 1 - Theoretical approaches

Chair: Bengt Abrahamsson (SNDC)

14.00 – 16.15 Presentations:

Patricia Shields (Texas State University, USA), *21st Century Expeditionary Mindset and Core Values: A Review of the Literature*

Eyal Ben-Ari (Hebrew University of Jerusalem, Israel), *Hybrid Wars, Complex Environments and Military Leadership: The Militaries of the Industrial Democracies and Expeditionary Forces*

Donna Winslow (US Army Logistics University, USA), *Old Values and New Wars*

15.00 – 15.15 Coffee

Asa Kasher (Tel Aviv University, Israel), *Values, Conceptions, Doctrines and Good Answers: Expeditionary Ethical Tools*

Gerhard Kümmel (Social Science Research Institute of the German Bundeswehr), *Identity, Identity Shifts and Identity Politics: The German Soldier Facing a Pre /Post-Westphalian World Risk Society, Ambitious National Politics, an Ambivalent Home Society and a Military under Stress*

Hermann Jung (Col. ret., Austria), *Globalization as an Argument for Expeditionary Forces*

16.15 – 16.20 Coffee

16.20 – 16.50 Panel discussion on theoretical approaches. All presenters participate.

17.00 – 18.00 Drinks and mingling

18.00 Dinner

Saturday, 9 January 2010

Room: Lejonsköldska salen

Panel 2 - Case studies

Chair: Adrian Ratkic (SNDC)

09:00 – 09:20 Coffee

09.20 – 11.25 Presentations:

Joseph Soeters (Netherlands Defence Academy and Tilburg University), *Peacekeeping as a (de)institutionalizing force: the case of MONUC*

Amira Raviv (IDF Colleges, Israel), *Developing Senior Leaders: Challenges, Methodologies and Dilemmas*

Paolo Tripodi (Marine Corps War College, USA), *Core Values and the Expeditionary Mind-set: The Marine Corps Case*

René Moelker (Dutch Royal Military College),
A Case Study of An Officer Who Received a Knighthood for Operational Bravery

11.25 – 11.30 Break

11.30 – 12.00 Panel discussion on case studies. All presenters participate.

12.00 – 13.30 Lunch

Panel 3 - Countries

Chair: Don Inbody (Texas State University, USA)

13.30 – 15.45 Presentations:

Weichong Ong (Nanyang Technological University, Singapore), *From Reticence to Norm: The Singapore Armed Forces in Overseas Missions*

Henning Sørensen (Institute of Sociological Research, ISF, Denmark), *Core Values of Danish Expeditionary Soldiers*

Paul Klein (Social Science Research Institute of the German Bundeswehr),
Conscription and expeditionary forces in Germany

14.30 – 14.45 Coffee

Kai Michael Kenkel (Catholic University Rio de Janeiro, Brasil), *Core Values and the Expeditionary Mindset: The Case of the Brazilian Corpo de Fuzileiros Navais*

Torunn Haaland (Norwegian Institute for Defence Studies/ Norwegian Defence University College), *Norwegian case*

Ifira Temirbulatova (National Guard, Bishkek, Kyrgyzstan), *Armed Forces in a Peace-Making Mission in the Central and South Asia: Problems of Adaptation*

15.45 – 16.00 Coffee

16.00 – 16.30 Panel discussion on countries. All presenters participate.

18.00 Dinner

Sunday, 10 January 2010

Room: Lejonsköldska salen

Panel 4 - Issues and Perspectives

Chair: William Ruger (Texas State University, USA)

09.00 – 09.15 Coffee

09.15 – 10.00 Presentations:

Juha Antero Mäkinen (Finish Defence University, Finland), *Military Pedagogical Comments on the Expeditionary Mindset - a Finnish interpretation*

Rebecca Schiff (US Naval War College), *Concordance Theory, Counterinsurgency Strategy, and Targeted Partnership*

Camilla Kylin (SNDC, Sweden), *Adaptability through diversity*

10.00 – 10.30 Panel discussion on issues and perspectives. All presenters participate.

10.30 – 10.35 Coffee

10.35 – 10.55 Plenary discussion of a common international research project for 2010-11

10.55 – 11.10 Summary and closure of the workshop by Prof. Franz Kernic (SNDC)

12.00 – 13.00 Lunch at the Swedish Army Museum

13.15 – 14.15 Guided tour at the Swedish Army Museum, www.sfhm.se

List of participants

Surname	Name	Title and affiliation
Bengt	Abrahamsson	Professor, Dept. of Leadership and Management, Swedish National Defence College
Balanoff	Howard	Professor, William P. Hobby Center, Texas State University, USA
Balanoff	Marilyn K.	William P. Hobby Center, Texas State University, USA
Ben-Ari	Eyal	Professor, Sociology and Anthropology, Hebrew University of Jerusalem, Tel +972-(0)2-5881054, http://sociology.huji.ac.il/2006/staff/ben-ari/
Biehl	Heiko	Social Science Research Institute of the German Bundeswehr, Germany
Ford	Harry	MA Political Science, Canada
Fürst	Henrik	Research Assistant, Dept. of Leadership and Management, Swedish National Defence College
Haaland	Torunn	Senior research fellow, Norwegian Institute for Defence Studies/ Norwegian Defence University College
Hedlund	Erik	PhD, Researcher, Dept. of Leadership and Management, Swedish National Defence College
Helkama-Rågård	Anna Katarina	Licentiate in political science, Lecturer in Military History, Swedish National Defence College
Inbody	Donald S.	Dr, Texas State University. Captain, United States Navy, retired
Jamail	Dahr	Independent Reporter, http://dahrijamailiraq.com
Jung	Hermann	PhD (Col. ret.), Independent Freelancer, Austria
Kasher	Asa	Laura Schwarz-Kipp Professor Emeritus of Professional Ethics and Philosophy of Practice, Professor Emeritus of Philosophy, Tel Aviv University, Editor, <i>Philosophia</i> (Springer)
Kenkel	Kai Michael	Professor, Instituto de Relações Internacionais, Pontifícia Universidade Católica do Rio de Janeiro

Surname	Name	Title and affiliation
Kernic	Franz	Professor of sociology, Dept. of Leadership and Management, Swedish National Defence College
Klein	Paul	Dr, Emeritus Senior Research Fellow at the Social Science Research Institute of the German Bundeswehr
Kümmel	Gerhard	Dr, Social Science Research Institute of the German Bundeswehr
Kylin	Camilla	PhD, Researcher, Dept of Leadership and Management, Karlstad, Swedish National Defence College
Leuprecht	Christian	Associate Professor, Yale University's Whitney and Betty Macmillan Center for International and Area Studies, USA, and Royal Military College of Canada
Mäkinen	Juha Antero	Professor, Lieutenant Colonel, Finish Defence University, Finland
Moelker	Rene	PhD, Dutch Royal Military College, Netherlands
Ong	Weichong	Associate Research Fellow, Military Transformations Programme, Institute of Defence and Strategic Studies, S. Rajaratnam School of International Studies, Nanyang Technological University
Ratkic	Adrian	PhD, Research Assistant, Dept. of Leadership and Management, Swedish National Defence College
Raviv	Amira	Freelancer: Organizational and pedagogical consultant (former LTC (Res.), Head of Learning and Development Center, IDF Colleges
Ruger	William	Dr, Assistant Professor of Political Science, Texas State University, USA
Schiff	Rebecca	U.S. Naval War College
Shields	Patricia	Dept. of Political Science, Texas State University, Editor, Journal Armed Forces and Society, USA
Sørensen	Henning	PhD, Institute of Sociological Research, ISF, Copenhagen, Denmark

Surname	Name	Title and affiliation
Soeters	Joseph	Professor, Netherlands Defence Academy and Tilburg University
Talerud	Bo	Associate professor, Dept. of Leadership and Management, Swedish National Defence College
Temirbulatova	Ifira	Military Psychologist, National Guard, Bishkek, Kyrgyzstan
Tripodi	Paolo	Professor, Director of Regional Studies, Marine Corps War College (MCWAR)
Winslow	Donna	Professor, US Army Logistics University, USA

In addition, the seminar was attended by guest faculty and students from the Swedish National Defence College, and participants from the Swedish Armed Forces.

Contact us

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