

2023-03-23

Centre for Societal Security
Swedish Defence University

Course Curriculum SLP 2 2023: Strategic Leadership and Global Security Challenges

Target group

The course is designed for individuals who are actively engaged in and working with societal security issues and have strategic leadership experience, including leaders, policymakers, and decision-makers from government and non-government agencies, regional and international organizations, military and law enforcement agencies, and private actors as well as academics.

The Centre for Societal Security (CTSS) reserves the right to select course participants in relation to the class composition as a whole in order to ensure a balanced and diverse representation (e.g., country, gender, organization, profession, geopolitical considerations, etc.).

Prerequisites

In order to be eligible to participate in SLP 2, participants should have successfully completed SLP 1 (or IP1) and also have several years of working experience in strategic leadership including responsibilities for societal security. This course is part of the *Strategic Leadership in the Global Societal Security Environment Programme* that consists of four modules, of which this is the second one.

This course builds further upon the theoretical framework and analytical tools presented in SLP1, deepening the participants' understanding and improving their ability to apply the theoretical framework and analytical tools in their role as strategic leaders.

Purpose

This course will widen the participants' perspectives and comprehension of societal security and how it is affected by contemporary and future global trends and security challenges. The purpose of the module is to provide the participants with the ability to apply a number of analytical tools (crisis diagnosis, the "six makings", gender analysis, and intercultural awareness) for strategic leadership in different contexts and to better understand why and how strategic actors prioritize societal security. The aim is strengthen the participants' own strategic leadership skills, drawing upon current and evidence-based research and experiences. Lastly, this module will delve deeper into the strategic leadership and crisis management tasks, considerations, and challenges, including conflicting interests and priorities, in relation to different complex contexts such

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as peace, crisis, grey zone, hybrid warfare, conflict and post-contexts, with particular focus on European security.

Learning Objectives

After the course, the participants will be able to:

1. Present in a personal leadership manifesto how to utilize competencies and analytical tools as a strategic leader in different contexts.
2. Provide analyses and recommendations in a backcasting exercise that focuses on European security and that draws upon how contemporary and future global trends and security challenges in a rapidly changing world affect efforts for international stability and sustainability.

Content

This course will build upon, apply and create a broader and deeper understanding of interlinked aspects of the content from SLP1: Fundamentals of national and international peace and security, in particular:

Strategic leadership and crisis management

- Crisis diagnosis and crisis navigation
- Crisis leadership tasks
- Psycho-social aspects of leadership
- Intercultural communication
- Agile leadership and the Cynefin framework
- CORE model

Concepts of security and resilience

- Human security
- Personal security
- Gender, Peace and Security
- Human rights and democracy
- Societal security and resilience
- National security and the security sector

Insecurity

- Root causes, characteristics, and consequences, including conflict related sexual violence and displacement of people
- Global security trends, including foundation for security, drivers of change and uncertainty, security implications, cyber and information security, hybrid warfare, and global commons

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Strengthening security and resilience-building

- International agreements, legal frameworks and tools for ensuring international peace and security
- Resilience building

Security landscape

- Regional and multilateral organizations and their institutional arrangements, decision-making processes and mandates, security interests and priorities, and comprehensive security toolbox

Additional content and material of relevance may be added throughout the duration of the course, including that from current and ongoing crises, conflicts, and threats, as well as alternative perspectives.

Format

A seven-day synchronic distance-learning course digitally supported by the learning platforms Canvas and Zoom as well as other tools for adult learning.

Course synchronic working days for 2023 in Zoom (active attendance required):

- **September 14, 2023** (8:30-16:30 Swedish time) - Introduction and Personal Strategic Leadership
- **September 19, 2023** (8:30-16:30 Swedish time) - Strategic leadership, collaborative cultures, OODA loop, biases, destructive leadership, and meaning-making
- **September 21, 2023** (8:30-16:30 Swedish time) – Irregular warfare, hybrid warfare, resilience, and gender
- **September 26, 2023** (8:30-16:30 Swedish time) - IHL scenario exercise and Ukraine
- **September 28, 2023** (8:30-16:30 Swedish time) - Strategic leadership in times of crisis and prep for backcasting exercise
- **October 10, 2023** (8:30-16:30 Swedish time) - Backcasting exercise focusing on European security
- **October 12, 2023** (8:30-16:30 Swedish time) – Looking around the corner, course synthesis, course evaluation and looking ahead

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Learning activities

The student-centered and participatory learning activities will be conducted through asynchronous and synchronic lectures, group work, independent assignments, scenario exercises, readings, discussions, reflections, syntheses.

Assessment process

The first part of the assessment process will focus on the individual participant's personal leadership manifesto and how well it addresses each aspect of strategic leader competencies and analytical tools in different contexts. The participants will have dedicated course time to work on the manifesto but additional time outside of the course sessions might be needed. The assessment criteria will be presented to the participants in advance and will guide the assessment process. Feedback will be provided during the assessment process. The manifesto will be assessed by the course management and selected experts. If a participant fails any aspect of the assessment process, the participant, in agreement with the course management, will be given the opportunity to be re-assessed or will be required to provide supplementary work in writing or orally.

The second part of the assessment process will focus on the participant's active involvement in the backcasting exercise as well as the preparatory session prior to the exercise. Active involvement means 90% attendance as well as at least one presentation on behalf of the participant's group.

Course requirements

The participants are required to follow and respect the common guidelines that are established and agreed upon at the beginning of the course.

Full attendance and participation are expected. If a participant does not reach a 90% participation rate of the synchronic course components, especially if this was not agreed upon in advance with the course directors, the participant may not be eligible for a course certification. Consequently, additional course work may be required to successfully complete the course and be eligible to proceed to SLP3.

Course literature

- Book: "Politics of Crisis Management" (2017) Arjen Boin, Paul 't Hart, Eric Stern, and Bengt Sundelius. Cambridge University Press.
- NATO Gender Analysis Guide
- Global Trends Report: The Future Starts Today
- Cynefin framework (from Managing complexity and chaos in times of crisis)
- EU Strategic Compass for Security and Defence
- NATO's Strategic Concept
- CORE model (from The Landscape of Hybrid Threats: A Conceptual Model)

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Additional course materials on current and thematic topics may also be utilized in the course including for example strategy and policy reports, guidelines, and steering documents as well as video and audio recordings and websites. Course materials for SLP2 are made available on our Canvas course site.