



# DEVELOPING JUNIOR LEADERS CONFERENCE GUIDE

THE CENTRE  
FOR ARMY  
LEADERSHIP



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# INFORMATION

## **Conference security**

In case of fire or of any another emergency, please make your way out of the conference room and follow the marked fire route. Members of the National Army Museum and Centre for Army Leadership teams will supervise.

## **First aid and emergencies**

Should there be a requirement for first aid, please get the attention of a member of the event team who will ensure that a qualified individual will be made available to assist. For more serious emergencies, the emergency services will be called.

## **Livestreaming and post-event media content**

The Conference is live-streamed to viewers, military and civilians, across the UK and abroad. The audio-visual support to the 2022 conference is provided by the Centre for Army Leadership team.

Footage from the conference and individual speakers' talks will be available to stream on the Centre for Army Leadership's YouTube Channel and the CAL's Defence Connect page. Please allow time for this to be uploaded after the event. The Centre for Army Leadership will publish links on their social media profiles when the recording has been uploaded.

## **Questions**

We are keen to encourage a healthy debate about any issue connected with developing junior leaders. The speakers will not be taking questions during their presentations. Questions can be submitted online to [slido.com](https://www.slido.com) using the conference hashtag #CALCONF22 or during the panel discussions at 12:00 and 15:40. Questions for the panellist will be chosen from Slido only.

# WELCOME

Welcome to the Centre for Army Leadership's Developing Junior Leaders Conference.

The character of conflict is constantly changing, with increasing levels of uncertainty in a more digitised and technology-enabled battlespace. What we are witnessing on an almost daily basis in eastern Europe is the newest evolution of conventional peer-on-peer warfare, playing out at a pace and intensity not seen since WWII. Yet one constant remains: it is the human element of war that ultimately shapes and determines success on land-based operations.

In this context, the ability to apply Mission Command has never been more important. To think, operate and act with relative freedom towards a clearly articulated and well understood intent, provides flexibility at the lowest levels to rapidly adapt to evolving situations and to exploit the most fleeting of tactical opportunities. It is the effective employment of these fundamental principles, and the trust placed in our most junior leaders to execute such actions, that sets the British Army apart from its adversaries, and as a partner of choice for its allies within NATO.

Yet, as leaders, we are also the purveyors of our organisational Values and Standards; a set of binding principles for which we are all accountable, not just against the expectations of society, but to ourselves and to the people we endeavour to serve. We must also live and breathe the art of soldering and our respective professional trades to inspire confidence and trust within our teams, investment in the basics, and doing them exceptionally well, will be the guiding light in the face of increasing complexity of future conflict. The ability to simplify the complex has never been more important, as the increasing availability of combined arms effects and capabilities at the tactical level shape how our junior leaders need to think and operate in the future.

The Army does not employ leaders, it grows them. Our junior leaders today will be the senior leaders of tomorrow; more diverse in thought, more agile, and more capable of adapting to increasing levels of complexity. This process of growth is a through-career endeavour and one that warrants our greatest and sustained investment.

Our Junior Leaders are our Human Advantage.

We hope you enjoy the day.



# CONFERENCE PROGRAMME

**1010**

**Opening address by Maj Gen Zac Stenning, OBE**



**1030**

**Facilitator - Col Henry Llewelyn-Usher  
Capt Serheii Mahlovanyi and Maj Tim  
Towler**



**1100**

**Break**

**1115**

**LCpl Katy Parrott**



**1145**

**Panel Discussion with Heather Sharp**



**1230**

**Lunch**

**1325**

**Facilitator - Lt Col (Retd) Langley  
Sharp, MBE  
CAL/NAM Essay Prize**



**1345**

**Dr Dennis Vincent, MBE**



**1420**

**Sgt Nick Foley**

**1455**

**WO2 Lovell Cadet**



**1525**

**Break**

**1540**

**Panel Discussion with Dr Alex Cutting**



**1630**

**Summary with Army Sgt Maj  
Paul Carney**



## OPENING ADDRESS

### Major General Zac Stenning, OBE

Director Leadership, British Army



Major General Stenning is the 31<sup>st</sup> Commandant of The Royal Military Academy Sandhurst and Director Leadership, British Army. He commissioned from Sandhurst in 1995.

Major General Stenning has commanded from Platoon to Brigade on deployments to Northern Ireland, Bosnia, The Congo, Iraq, Afghanistan and Oman. He has served in Battalion roles including Recce Platoon, Intelligence Officer, Operations Officer and Adjutant. He commanded 3<sup>rd</sup> Battalion The Yorkshire Regiment from 2011-2013 deploying to Helmand in 2012, where he commanded a Combined Force of British and Afghan forces. From 2017-2019, he commanded 1 Armoured Infantry Brigade; the Brigade led on experimentation to design and enact enhanced methods of fighting for the British Army.

At Staff, Major General Stenning was Chief of Staff 1 Mechanised Brigade between 2005-2007, which included deploying to Iraq during the heavy urban fighting of 2007. Other staff appointments have included Assistant Chief of Staff Empowerment for the Army and Chief of Staff 3<sup>rd</sup> (UK) Division between 2014-2017. This period included the re-set to warfighting operations and initial deployments of UK Forces to Ukraine and Estonia. His most recent appointment was Head of Military Strategy in the UK Ministry of Defence between 2018-2021. In this role he worked collaboratively across the services to shape and deliver the Integrated Defence and Security Review including oversight of strategic plans for the employment of UK Forces. He also led on the National Aircraft Carrier Policy and the Special Operations Transformation Programme which included the Future Commando Force.

Major General Stenning holds a Bachelors in War Studies from Kings College London, Master's degree in Defence Studies and a Master's degree in Defence Administration.

Major General Stenning has two sons and enjoys watching all sports, walking, skiing, and supporting Bath Rugby.

## SPEAKERS

### Captain Serheii Mahlovanyi and Major Tim Towler

Developing Junior Leaders for War in Europe

The Junior Leadership Course on Op INTERFLEX started in September 2022. It aims to develop section-level command and leadership on the battlefield whilst also training AFU Sergeants with the necessary skills to integrate Battlefield Casualty Replacements on the front line. Members of the AFU and 3 SCOTS will share their lessons on developing junior leaders for war. Starting with a personal reflection from a recently trained AFU Sergeant and one of the 3 SCOTS trainers, the team will discuss the Ukrainian perspective on leadership development and what can be learned from the operation and from our partners.



**Captain Serheii Mahlovanyi** is currently serving in the 11 (Security Force Assistance) Brigade HQ as the J7 Training Liaison Officer having previously worked in the G7 branch in the Armed Forces of Ukraine's Air Assault Command. Captain Mahlovanyi began his career as a private soldier in a recce platoon as a sniper. He was then selected as a Squad Leader, Platoon Sergeant and Company Sergeant Major. He then became a Company 2IC, and worked in his Brigade G7 branch and the G5 branch of a Multinational Brigade before moving to Air Assault Command. He served in KFOR peacekeeping operations in 2007 and 2009. He continuously served in Eastern Ukraine throughout 2014-2018.



**Major Tim Towler** is currently commanding A Coy 3 SCOTS. A Coy have been on Op INTERFLEX from the start of the operation, delivering two of the battlefield casualty replacement courses prior to establishing and delivering two iterations of the Junior Leadership Course. Major Towler joined the Army in 2009 and has served in Afghanistan, Iraq, the broader Middle East, and Cyprus.

Capt Mahlovanyi and Maj Towler are joined by a Sergeant from the Armed Forces of Ukraine who has recently completed training in the UK, and one of the Non-Commissioned Instructors from A Coy 3 SCOTS.

## LCpl Katy Parrott



After becoming a finalist in the BBC series *Special Forces: Ultimate Hell Week*, Katy Parrott joined the Army Reserves in 2016. She deployed to Armenia on a STTT, in Georgia for defence engagement and mountaineering, Op TORAL in Afghanistan (2019), Arctic Survival Course in Norway with RM. She has been recently selected in a tri-service team of 13 to summit an 8,000m peak in Pakistan.

Parrott was a sponsored Montane endurance athlete and arrived 3rd female in 100km Cotswold way ultra and 4th overall in Montane Lapland Arctic Ultra (186km Sweden - March 2022).

Parrott holds a 1st Class BSc Biology and a Distinction MA Wildlife Filmmaking. In her civilian life, Parrott has worked in adventure and nature TV production and is now a Leadership and Development coach and designer.

## WO2 Lovell Cadet



WO2 Cadet enlisted into the Infantry in 2002 and joined the Second Battalion of the Princess of Wales's Royal Regiment (2 PWRR). He has completed Section Commanders Battle Course (SCBC) and Platoon Sergeants Battle Course (PSBC). He assumed the role of Platoon Sergeant then Training Sergeant at 2 PWRR before posting to ITC Catterick as a Platoon Sergeant. He has deployed on Ops Banner, Telic, Herrick, Metro, and numerous other taskings. As a CSgt, he was 2 PWRR's first Cultural Advisor.

Promoted to WO2 in 2020, he took up the role as a Training Sergeant Major with a focus on developing junior leaders to operate at reach in austere conditions. WO2 Cadet is currently employed at Army HQ Diversity and Inclusion

Team as the Network Support Officer for AMCN. An avid advocate for all subordinates and peers across the Army, he is passionate about inclusion.

WO2 Cadet's passion for changing behaviours to improve operational effectiveness started in 2018 while helping 2 PWRR transition to Specialised Infantry (now 2 Rangers). This was the foundation for the development and delivery of Elephant In The Room (EITR), a grassroots initiative that facilitates conversations about race. This initiative was awarded a Chief of The General Staff Commendation.



## Dr Dennis Vincent, MBE



Dr Dennis Vincent, MBE was commissioned into the Royal Anglian Regiment in the 1980s. During his service he commanded 3rd Battalion The Royal Anglian Regiment and deployed on operations to Northern Ireland and to Iraq. He resigned in 2015 to become a Senior Lecturer in the Department of Communication and Applied Behavioural Science at the Royal Military Academy Sandhurst. He became the Department Deputy Head in 2016 and the Head of Department in 2019. His research is in the areas of military ethics and leadership. His latest book, *Britain's lost General: The life of Sir Alan Cunningham GCMG, KCB, DSO, MC* formed the basis of his presentation at this conference.



## Sergeant Nicholas Foley

Sgt Foley joined the 2<sup>nd</sup> Bn The Royal Anglian Regiment in 2009. During his service, he spent most of his time in Support and Rifle Companies and a period in Headquarters Company. He spent the first half of his career from Pte to Cpl in Reconnaissance Platoon where he specialised as a RCMT (Patrol Medic). He was attached to Australian 2<sup>nd</sup> Commando Regiment for their tour in Afghanistan as part of the SOAG (Special Operations Advisory Group) which was responsible for the close protection to the advisors for our Afghan counterparts. This was a steep learning curve, but a great opportunity to develop skills as a rifleman and medic in a high tempo environment. Shortly after returning from Afghanistan, Sgt Foley deployed to Nigeria on a STTT where he was involved in the training of Nigerian Armed Forces. Other overseas deployments to Kenya, Hungary, USA were conducted during the Battalion's time in Cyprus. On returning to the UK, the Battalion changed role to Light Mechanized Infantry. As he was already a RWMIK Instructor, Sgt Foley trained to become a Foxhound Instructor which would be the main platform in use. He was promoted to Sgt as preparation for Op Newcombe 1 started and began preparing his platoon for operations. Op Newcombe was a UN operation in Mali under the Light Dragoons Battlegroup and later the Long Range Recce Group. Sgt Foley enjoys living out of vehicle in his personal life and spends a fair bit of time in his expedition 4x4. He is currently working in the Operational Readiness Wing and oversees armoured vehicle training in his unit.

## ADDITIONAL PANELLISTS

### Major Heather Sharp



Originally from the Wirral, now based in West Berkshire, Heather Sharp served for 10 years as an Army officer in the Royal Engineers. After leaving the Regulars, Heather transferred to the Army Reserve where she worked on the Youth Engagement Team at the Royal Military Academy Sandhurst, delivering leadership training across the school sector including governors, headteachers, career advisors and pupils. Heather has led teams in a variety of extreme environments for nearly 20 years, including military groups on operations, the military wives' summit of the world's highest volcano in Chile, and the world's first all-female team to complete the 'Heroes of Telemark' in Norway.

Passionate about changing perceptions, Heather is an advocate for the role of adventure in developing mindset, leadership, teamwork, management of risk. and resilience.

Heather now divides her time between roles as the Founder and CEO of the not-for-profit Forces Wives Challenge and Director of the consultancy Frontier Leadership, while looking after her two energetic children and recently setting up a smallholding.

### Dr Alex Cutting



Dr Alex Cutting has been a member of the Faculty at the University of Notre Dame (USA) London for 25 years. She specialises in socio-cognitive psychology, developmental psychology and human physiology, with an emphasis on brain and nervous system functioning. Having conducted research in developmental psychology for many years, she now focuses on teaching and the practical application of both psychology and physiology. She is also a qualified psycho-therapeutic counsellor and has worked with adults and young people on a wide range of issues for many years. When she is not lecturing or counselling, Dr Cutting consults

and provides training for businesses and educational establishments, focusing on topics related to mental health and wellbeing, stress and health psychology, and a variety of interpersonal topics. Dr Cutting holds a Master's degree in Natural Sciences (Biological) and a PhD in Developmental Psychology, both from Cambridge University.

## The Army Sergeant Major, Paul Carney



WO1 Carney was born in November 1979 in Gosport and joined the Army in January 1997 as a combat engineer and electrician in the Royal Engineers. He has exercised around the world and operated in Macedonia, Kosovo, Iraq and Afghanistan.

WO1 Carney's Junior and Senior Non-Commissioned Officer roles were spread between close support armoured engineering and general support engineering. As a Quartermaster Sergeant Instructor, he taught Troop Commanders and Sergeants Combat Engineering specialising on Demolitions and Bridging at the Royal Engineer Warfare Wing. He was the Squadron Sergeant Major of 20 Field Squadron, 36 Engineer Regiment as it

transitioned to a Route Proving and Clearance role.

After serving as Regimental Sergeant Major at 22 Engineer Regiment, WO1 Carney has since served as 3<sup>rd</sup> (United Kingdom) Division Command Sergeant Major, the Field Army Command Sergeant Major and as a student on the Intermediate Command and Staff Course (Land). In July 2021, he was appointed the 3<sup>rd</sup> British Army Sergeant Major.

WO1 Carney is married to Kathryn with two children: Nicole and Ethan. He has a BA (Hons) in Leadership and Management and is currently studying at master's level. He enjoys CrossFit, running, kayaking, and adventure training.



## FACILITATORS

### **Col Henry Llewelyn-Usher**

Former SO1 Leadership, Centre for Army Leadership



Col Llewelyn-Usher attended the Royal Military Academy Sandhurst, commissioning into the Welsh Guards in December 2001. A graduate of the Advanced Command and Staff Course in 2017, he took Command of the Welsh Guards after a spell running the overseas campaigns team within a department of the Ministry of Defence. He Commanded the Battalion from Feb 2019 to Sept 2021, overseeing public duties including the reduced Queen's Birthday Parade in June 2020 in Windsor Castle, support to Op Rescript and deployed with the Battalion to Iraq on Op Shader in May 2021.

Col Llewelyn-Usher was Head of The Centre for Army Leadership at Sandhurst in 2022 and is now head of a strategy department within the MOD.

### **Lt Col Langley Sharp MBE (Retd.)**

Former SO1 Leadership, Centre for Army Leadership



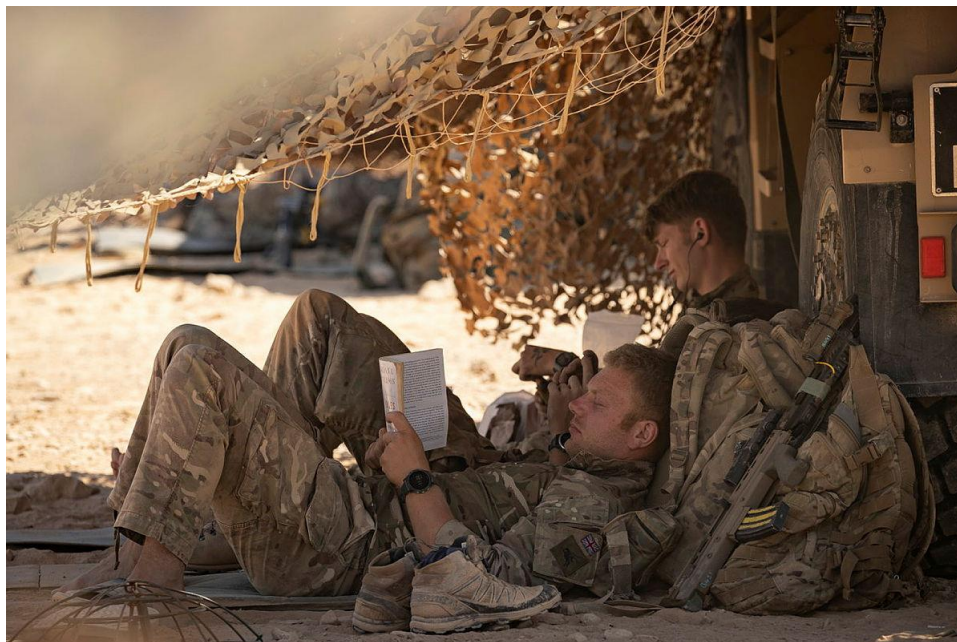
Lt Col (Retd.) Langley Sharp, MBE is a former Head of the Centre for Army Leadership. Having himself graduated from Sandhurst two decades ago, his career in the Parachute Regiment, which included operational command at every rank, saw him deployed to Northern Ireland, Macedonia, Afghanistan and Iraq. Among his many varied roles, he led a counter-insurgency Task Force operation, commanded a Parachute Regiment Battalion, and delivered the Ministry of Defence's training programme for the London 2012 Olympic Games security, for which he was awarded an MBE.

Lt Col Sharp is the author of *The Habit of Excellence* (2021). The book, written with the support of the CAL team, distils over three centuries of the Army's experience in the art, science, and practice of leadership.

Lt Col Sharp is the Founder and Director of the consultancy firm Frontier Leadership.

# The CAL & NAM

## ESSAY PRIZE 2023



The Centre for Army Leadership and the National Army Museum are proud to launch their first Essay Prize.

The competition is open to everyone, military and civilian, senior and junior. We want to hear your unique perspective, whatever it may be. We are looking for challenging, fresh thinking. We are keen to support aspiring new authors.

For 2023, we are looking for submissions on the theme:

### **Leadership and Emotional Intelligence**

Think about something that you have done or that you have witnessed, or a topic you have studied and which could be of interests to others. Ask yourself what insight you could provide and what lessons could be learnt from it. Be creative and unique!

Winners will be presented with a certificate at a ceremony at the NAM on Thursday, 25 May 2023. Winners may also have the opportunity to publish their work as an article in the NAM's *Members Magazine* or as a CAL Occasional Paper.

## **CAL-NAM Essay Prize 2023**

Essays should be no longer than 3,000 words, excluding notes and bibliography (if applicable).

Authors should include a 200-word abstract and a short biographical note including their full name, rank/grade (if applicable), and basic information about their professional experience.

## **CAL-NAM Essay Prize 2023 – Junior Category**

This category is open to young writers between the age of 16 and 21.

Essays should be no longer than 2,000 words, excluding notes and bibliography (if applicable).

Authors should include a short abstract and a biographical note with their full name and age at the time of submission.

## **Information**

For more information, FAQs, and essay submission, please go to [nam.ac.uk/leadership-essay-prize-2023](https://nam.ac.uk/leadership-essay-prize-2023)

Deadline: Friday, 31 March 2023 at 23:59 (BST)

The results will be announced on Friday, 28 April 2023.

The Award Ceremony will take place at the National Army Museum on Thursday, 25 May 2023.







Leadership excellence is a core function of our institution and a fundamental component of our fighting power. Our leadership philosophy is values-based and is motivated not by self-interest but by being in the service of others.

The CAL is the guardian of the Army Leadership Doctrine, the codification of our philosophy. We act as the Army's leadership conscience, calibrating our thinking across multiple sectors and, through the CAL Research Institute, thus ensuring conceptual rigour and cutting-edge research. Our persistent engagement with colleagues across Defence and beyond seeks to stimulate debate, awareness, and critical thinking.

We are a small but dedicated team of theorists and practitioners. We are supported by the CAL Activists, who are supporters across the Army who share our passion for outstanding leader and leadership development. We are committed to the betterment of the Whole Force – all ranks and grades, Regular and Reserve, and Civil Service through-life – and, altruistically, of our wider society.

#### Our Roles:

- Act as guardian to the British Army's Leadership Doctrine.
- Act as a focus and repository of the British Army's leadership thinking.
- Provide leadership presentations and speakers to military and civilian audiences.
- Organise conferences and events on any aspect of Army leadership.
- Produce leadership material like the CAL Leadership Podcast, the Leader Development Packs, the Leadership Insights, and the Occasional Papers.

To find out more about the CAL's activities and products, visit [www.army.mod.uk/leadership](http://www.army.mod.uk/leadership) or follow us on social media. All the CAL's products can be found on our website or the Army Knowledge Exchange.



# THE CENTRE FOR ARMY LEADERSHIP

## TEAM

### Professor Lloyd Clark

Director of Research, Centre for Army Leadership



Professor Lloyd Clark is the Director of Research at the Centre for Army Leadership at the Royal Military Academy Sandhurst. In addition, he is Professor of Modern War Studies and Contemporary Military History at the University of Buckingham's Humanities Research Institute where he leads post-graduate leadership programmes and provides doctoral supervision. Prof Clark is a Fellow of the Royal Historical Society and a member of British Commission for Military History. As an academic, researcher and author, he has lectured around the world to various universities, military institutions and think tanks. His latest book is *The Leadership Journeys of George Patton, Bernard Montgomery, and Erwin Rommel* (2022). Other publications include *Anzio: The Friction of War* (2006), *Arnhem: Jumping the Rhine 1944 and 1945* (2008); *Kursk: The Greatest Battle - The Eastern Front 1943* (2011); and *Blitzkrieg: Myth, Reality, and Hitler's Lightning War: France 1940* (2015). He is a frequent contributor to the broadcast media and is in demand as a lecturer on leadership and military history around the world. He lives in Hertfordshire with his wife and has three grown up children and four working dogs.

### Major David Love

SO2 Leadership, Centre for Army Leadership



Major Dave Love joined the Army in 2006, commissioning into the Royal Military Police. Following deployments to Afghanistan with both HQ 16 Air Assault Brigade and HQ 3 Commando Brigade, he was assigned to the UK Permanent Joint Headquarters (PJHQ) as the J1 desk officer for Rest of the World, Africa and Counter Terrorism operations world-wide, during which time he undertook several deployments to Mali, Libya, Somalia, Djibouti, Uganda, DR Congo, South Sudan, Kenya and Bosnia, as well as supporting both the Ebola Crisis in Sierra Leone and the Non-Combatant Evacuation Operation in the Central African Republic. While at PJHQ he was also instrumental in bringing the General Service

Medal (2008) into Service for a range of operational theatres. On promotion to Major in 2014, he undertook a Close Protection operation in Sudan, before attending the Intermediate Command and Staff College (ICSC) in 2016. Assigned as SO2 Doctrine and International Policy at HQ Provost Marshal Army, he was responsible for the generational rewrite of all RMP doctrine and special to army training requirements. He was subsequently assigned as Deputy Commandant of the Defence School of Policing and Guarding in 2018 to oversee implementation. In 2020 he was assigned as Force Provost Marshal to the United Nations Peacekeeping Force in Cyprus and Officer Commanding of the Force Protection Unit, before taking up appointment as SO2 Leadership with the Centre for Army Leadership in July 2022.

## WO1 Christopher Bannon

WO1 Leadership, Centre for Army Leadership



WO1 Chris Bannon joined 1st Bn The Royal Green Jackets in 2000. During his service in the Army, he has held multiple leadership positions in Rifle and Support companies, from LCpl to WO2 serving with 1 RGJ, 2 and 3 Rifles. Intermittently away from regimental duty, he has been a Cpl instructor at ITC Catterick, as well as CQMS and on promotion to WO2 he took up the role as 1ITB Training Warrant Officer, continuing his enduring passion for leadership and the development of others. He returned to 2 Rifles as CSM C Company in 2017, which involved overseas deployments to the USA, Sierra Leone and Kenya. Following his CSM appointment, he moved into the

RQMS(T) role and prepared the Battalions logistical element for their deployment on Op Toral 10. In addition to his routine tasks, he was the coaching and mentoring lead for the Bn and ran several events, workshops and exhibitions to develop all Riflemen from across the CofC. In July 2020, selected for promotion, he took over as RSM 3 RIFLES, where he introduced and development initiatives around inclusion and resilience, focusing on leader development amongst the NCOs, WOs and Offrs. Since May 2022, WO1 Bannon has been assigned to the Centre for Army Leadership as WO1 Leadership. In this short period, he has completed AOSB (LE) and has been selected for a Late Entry Commission into The Rifles. WO1 Bannon's operational experience includes deployment to Sierra Leone, Northern Ireland (NIBAT 1 & 3), twice to Kosovo, Iraq and Afghanistan (Herrick 10, 15 as a Tolay advisor and 20/Toral 1). As part of his leadership journey, he completed his BA(Hons) Degree in Leadership and Management at Northumbria University.

## Dr Linda Risso

Senior Researcher, Centre for Army Leadership



Dr Risso is CAL Senior Researcher and the editor of the CAL Leadership Insights. Before joining the Ministry of Defence, she worked in the Office of the Historical Advisor at the Supreme Headquarters Allied Powers Europe, in Mons (Belgium). She has published extensively on the history of the Cold War with a particular focus on NATO, European defence and security. Her books include *NATO at 70* (2019) and *Propaganda and Intelligence in the Cold War* (2014). Her latest articles are "A Forgotten Success, Operation Essential Harvest, 2001", *RUSI Journal*, May 2022; and "Deterrence & Reassurance: Sir Michael Howard and the Nuclear Strategy Debate in the 1980s", *British Journal for Military History*, Sep. 2022. She is Fellow of the Royal Historical Society and Senior Fellow at the Institute of Historical Research in London.



### **WO1 Mick Latter**

Digital Content Consultant, Centre for Army Leadership



WO1 Mick Latter is an Army Reservist and a highly experienced Head of Communications (Brigade of Gurkhas) and digital content consultant for Business, Government and the Charity sectors including the Royal Military Academy Sandhurst, The Royal Anglian Regiment, Home Command and HQ Intelligence Corps. He spent 28 years in the Regular Army leaving in 2015 of which the last 10 years were in HQ roles supporting digital content and press management. He has driven projects and programmes that deliver digital content strategies to generate change, engagement, influence and effect, using social media, digital marketing, paid marketing and user experience design applied across multi-media programmes on a global scale. He was the social media subject matter expert for 77 Brigade from 2015-2018. External to the military he has worked a number of global businesses and e-commerce brands with the focus on real return from investment from their websites, digital content, and social media. He is also an experienced event photographer and videographer and has edited many of the Centre for Army Leadership's video and podcast products.

### **Cpl Andrew Wilson**

Support NCO, Centre for Army Leadership



Cpl Wilson was born in Jamaica in 1981. He completed his basic training in 2004 and became a Chef in the Royal Logistic Corps. During his military career, Cpl Wilson has completed tours of Afghanistan and Northern Ireland and has deployed on numerous exercises around the world, including Kenya, Morocco, and Germany. During these exercises, Cpl Wilson has been tasked with managerial responsibilities. He is currently on a six-month secondment posting with the Centre for Army Leadership. In this role, he maintains digital equipment, photo editing, outreach programs and general administration.

### **Capt Verity Duncan AGC(ETS)**

Activist Network Liaison Office, Centre for Army Leadership



Capt Duncan is a Reservist and heads the CAL's Activist network. She has also recently been appointed as a Lead for the Army's Unit Climate Assessment team. In the 'outside' world, she is studying part-time for an MSc in Applied Positive Psychology and works with trainee coaches. She enjoys using what she has learnt in her studies to create workshops and seminars which use positive psychology and coaching techniques to develop flourishing individuals, teams and leaders. Although from Cornwall, she currently lives in the Netherlands where she enjoys cycling, especially where there are no hills.

**Lt Flo Anderson**, Research Support Officer, Centre for Army Leadership

Flo joined the Centre for Army Leadership team in May 2022. She graduated in Law with Criminology from the University of Leicester in July and is currently studying the Legal Practice Course with LLM at the University of Exeter. Flo is a Seconded from 165 Port and Maritime Regiment RLC. She works at the CAL as a Research Support Officer and produces background research on speakers for the CAL podcast. Flo enjoys kayaking with the Army Kayaking team and Exeter Canoe Club. In September 2023, she will be attending the Regular Commissioning Course.

**OCdt Emily Skipp**, Social Media Manager, Centre for Army Leadership

Emily joined the Centre for Army Leadership team in 2021, whilst she was completing her final year of study in Bath. Emily is the Social Media Manager for the CAL and creates and researches a lot of the CAL's digital content. While at University, Emily was a Junior Under Officer at Bristol University Officer Training Corps and helped to oversee the 2021 intake of Officer Cadets. She has a first-class degree in Business and Management for which she has completed a dissertation on Toxic Leadership within the British Army and its impact on morale.

**OCdt George Jones**, Media Content Assistant, Centre for Army Leadership

George joined the Centre for Army Leadership in September 2022, whilst studying filmmaking at UWE Bristol and the Junior Under Officer Media at Bristol University Officer Training. George is currently working on his dissertation looking at how the Army uses moving images to advertise and promote the Army in an ever-changing society. Whilst juggling his degree and final year of university, George is assisting the CAL with content capture and editing of content.

**OCdt Cameron Webb**, Media Content Assistant, Centre for Army Leadership

Cameron has been helping the Centre for Army Leadership since May 2022 and assists with the creation of media content. He joined the Birmingham University Officer Training Corps in 2021 and is in the final year of his undergraduate degree in Philosophy, Politics, and Law at the University of Warwick. Cameron is writing a dissertation on the role of free speech in the British constitution.





The Centre for Army Leadership have developed a strong network of British Army personnel who are passionate about leader and leadership development.

The CAL Activist Network aims to explore how leadership can help people and organisations thrive. It helps our Activists to develop their own leadership styles and to nurture their followers.

The CAL regularly holds Activist events, including exclusive workshops, training, access to current military and civilian leadership thinking, and opportunities to network with other passionate leaders.

We encourage all Activists to share their own experiences, ideas and research on leadership and followership. There are also opportunities for Activists to get involved with regular CAL projects, such as podcasts, insights, and conferences.

For more information and to join the Activist Network, please email:

[Army-CentreForArmyLeadership@mod.gov.uk](mailto:Army-CentreForArmyLeadership@mod.gov.uk)





# RESOURCE LIST FOR DEVELOPING JUNIOR LEADERS

The list is designed to offer practical tools, to introduce new ideas and concepts, and to stimulate the debate on junior leadership development, broadly defined.

Online access to resources available using the below QR Code at the end of this section

## Podcasts and Videos

- Centre for Army Leadership podcast, Episode 1. Gen Sir Mark Carleton-Smith KCB CBE ADC, Nov 20.
- RUSI Western Way of War podcast, Episode 33. Gen (Retd) David Patreus, Jan 21.
- SMA Talks, Episode 1, Junior leader development, 13 Oct 20. (15 min).
- Centre for Army Leadership, Junior Leadership in the digital age. 16 Feb 21. (4 hours).
- 5 takeaways from Barack Obama's Young Leaders Address 2020, 2019. (5 min). - Practical advice for young leaders: the importance of listening, diversity, humility, keep an open mind, the significance of small steps.
- John Treasure, How to speak so that people listen, TEDTalk, 2014. (10 min). -Practical advice to improve communication within teams and as a tool to develop others.
- June Sarpong, OBE, Diversity through leadership. Arts Council England, Keynote, Apr 18. (20 min)
- Sunniva Muren, Young leadership Principles. Hope and expectations for the future TEDxStavanger, 2019. (6 min).

## Short Articles and Infographics

- US Army Force Command, Leader's guide to soldier development, Oct 21.
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**Online access to resources available using the QR Code:**





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