

LEADERSHIP AND MISSION COMMAND

CAL ANNUAL CONFERENCE 2024



THE CENTRE
FOR ARMY
LEADERSHIP



This event has been sponsored by:



Centre for Army Leadership
Robertson House
Royal Military Academy Sandhurst
Camberley
UK

©Crown Copyright 2024

CONTENTS

INTRODUCTION	1
GENERAL INFORMATION	2
OPENING ADDRESS	4
SPEAKERS	5
FACILITATORS	7
PANELLISTS	8
CLOSING ADDRESS	10
CONCLUSION	11
THE CENTRE FOR ARMY LEADERSHIP	12
THE CAL TEAM	13
THE CAL RESEARCH INSTITUTE.....	15
THE CAL LEADERSHIP INSIGHTS.....	17
CAL PUBLICATIONS	18
CAL LEADERSHIP PODCASTS	19
RESOURCES	21
ACKNOWLEDGEMENTS.....	25

INTRODUCTION

Welcome to the Centre for Army Leadership's **Leadership and Mission Command** Conference.

Mission Command is the British Army's Command philosophy, and equally a tenet of British Army leadership, both of which combine to underpin the Army's ability to fulfil its core purpose – to protect the nation by being ready to fight and win wars on land.

In the British Army, Mission Command is founded on the principles of timely and effective decision making, unity of command, freedom of action, trust, mutual understanding, and the responsibility to act to achieve the superior commander's intent. A decentralised system of command in which leaders grant followers freedom of action, with a reason why and within a clear intent, is fundamental to our ability to enact the Manoeuvrist Approach. Employing these command and leadership principles in combination with the physical and conceptual components of fighting power makes the Army the best it can be at delivering on its core purpose. In a world where insecurity and threats are pervasive, and the ways of war continue to evolve at pace, having Army leaders that can think and act at tempo is critical for future success.

Following the publication of the edited collection on *Leadership and Mission Command on Operations since 1991* (2024), the CAL Team plans to publish a Mission Command Doctrine Note in the Spring 2025. This conference will contribute to our thinking and will guide our research.

We are grateful for your support and contribution to our work.

The CAL Team



GENERAL INFORMATION

Conference security and fire safety

In case of fire or any another emergency, please make your way out of the conference room and follow the marked fire route. Venue staff and members of the Centre for Army Leadership will facilitate your swift and safe exit from the building to the designated assembly area.

First aid and emergencies

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

Livestreaming and post-event media content

The Leadership and Mission Command Conference will be live streamed to a global military and civilian audience via the Centre for Army Leadership's YouTube Channel. Audio-visual support is being provided by Robin Gardner at venue AV and the Centre for Army Leadership staff.

Footage from the conference and individual speaker presentations will be made available on the Centre for Army Leadership's YouTube Channel after the event. Our channel can be found by searching YouTube for @CentreforArmyLeadership.

Questions

We encourage active participation and thoughtful discussion on the topics presented throughout the conference. To facilitate this, we will be hosting panel sessions in both the morning and afternoon. Our speakers will address questions from both our in-person and online audiences. Please use the QR code to submit your questions.



LEADERSHIP AND MISSION COMMAND – 28 NOV 24



09:45 – Opening

Director Leadership
Maj Gen Nick Cowley



10:30 – Keynote 2

Dr John Nagl



Prof. Matthias Strohn



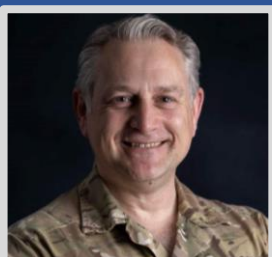
13:30 – Keynote 3

Brig Caroline Woodbridge-Lewin



15:00-16:00 – Afternoon

Panel
Panel Host: Shashank Joshi



Col Grant Davies

16:30 – 16:45 -

Lt Col (Retd) Langley Sharp

10:00 – Keynote 1

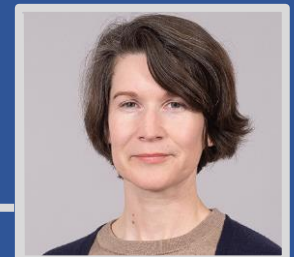
Gen (Retd) Sir Rupert Smith



11:00-11:30 -

11:30 -12:30 – Morning

Panel Host: Dr Alisa Miller



WO2 Paul Barnes



12:30 – 13:30 -

14:00 – Keynote 4

Maj Gen Peter Rowell



14:30-15:00 –

WO1 Paul Carney



16:00 – Closing Address

CGS - Gen Roly Walker



17:00-18:30 - Reception

OPENING ADDRESS

Major General Nick Cowley OBE Director Leadership



Major General Nick Cowley joined the British Army in 2000 and commissioned into The Queen's Royal Hussars with whom he conducted tours of Kosovo and Iraq. From 2005 he commanded at both troop and squadron level in a specialist unit. During that time, he conducted multiple tours of Iraq and Afghanistan before being wounded in 2013.

On recovery, Major General Cowley served as the Chief of Staff of 16 Air Assault Brigade in 2014/15 before studying for a Masters Degree in Planning and Strategy at the US Joint Advanced Warfare School in Norfolk, Virginia.

In 2016/17 Major General Cowley deployed to Iraq as part of the coalition to defeat ISIS before assuming command of The Queen's Royal Hussars in Germany. On completion of unit command in 2019, he worked as the Military Assistant to The Chief of the General Staff before assuming command of 16 Air Assault Brigade in 2021. As a Brigadier, he was appointed Commander of the Combat Manoeuvre Centre in July 2023. In October 2024, Major General Cowley was appointed as Commandant Royal Military Academy Sandhurst and Director Army Leadership. He is also the 2* advocate for the Army Multicultural Network. Major General Cowley is married to Katherine, and they have three daughters. In 2011 he founded The Talent Tap, a charity which helps underprivileged school leavers achieve their potential. More recently he founded a not-for-profit aimed at attracting more talent and technology into defence and security. He has been awarded a QCVS in 2009, an MBE in 2015 and an OBE in 2019.

SPEAKERS

General (Retd) Sir Rupert Smith KCB DSO OBE QGM



General (Retd) Sir Rupert Smith retired from the British Army in January 2002 after four decades of service. He served in East and South Africa, Arabia, the Caribbean, Europe, and Malaysia. His last appointment was Deputy Supreme Commander Allied Powers Europe. Prior to that he was the General Officer Commanding in Northern Ireland; Commander UNPROFOR in Sarajevo; and General Officer Commanding 1 (UK) Armoured Division, in the Gulf War 1990-91.

Since leaving the service, he has taught at various staff colleges and universities, and been consulted by governments, NGO's and commercial organisations. His book *The Utility of Force* was published in September 2005.

Dr John Nagl Army War College



Dr John Nagl is Professor of Warfighting Studies in the Department of Military Strategy, Planning, and Operations at the Army War College. A West Point graduate and retired Armor officer, Nagl served in tank units in combat in Operation Desert Storm and Operation Iraqi Freedom. He attended Oxford University as a Rhodes Scholar, earning his Master and Doctoral degrees in International Relations. He earned the George C. Marshall Award and an MMAS at the Army Command and General Staff College. Upon retirement from the Army, Nagl served as a Senior Fellow and later

as the President of the Center for a New American Security and as a member of the Defense Policy Board and the Reserve Forces Policy Board. He is a member of the Board of Advisors at the Foreign Policy Research Institute in Philadelphia and at the Center for a New American Security in Washington and a Fellow of the Irregular Warfare Initiative.

Brigadier Caroline Woodbridge-Lewin MBE

Commandant Defence College of Technical Training



Brigadier Caroline Woodbridge-Lewin was commissioned into the Royal Signals in 1995. She has held various Regimental appointments serving in the United Kingdom, USA, Cyprus, Germany, Bosnia, Iraq and Afghanistan.

At staff, she has worked with a Defence Special Customer as a Capability & Acquisition advisor, in Home Command delivering personnel, welfare and casualty services, within the Army Information Directorate as part of the A2020 review team, as Chief of Staff of the Defence Academy and in 2020 assumed the role of Head Information Warfare Group. She commanded 2 Signal Regiment (2016-18). In 2022, she completed a secondment as the Defence Strategic Liaison Officer to the Home Office before returning to the Defence Academy to lead and develop the Defence Cyber Academy. In 2023, she took command of the Defence College of Technical Training.

Major General Peter Rowell MBE

Commandant and CEO of the UK Defence Academy



Peter commissioned into the Royal Engineers. Service in Northern Ireland, Germany, Kosovo and Canada followed. As a major, he worked in the Ministry of Defence and the Army Headquarters before leading 31 Armoured Engineer Squadron on exercises in Germany and operations in Iraq. As deputy chief of staff for 4th Mechanised Brigade, he deployed on exercises in the UK and Canada and operations in Afghanistan. After the Advanced Command and Staff Course, he commanded 32 Engineer Regiment. In 2016, as a Colonel at the Army

Headquarters, he led a team driving forward the Army's research and experimentation programme, robotic and autonomous systems.

Since February 2022 he has been the Head of Concepts and Force Exploration in the Development Concepts and Doctrine Centre. Peter is currently the Chief Executive and Commandant of the Defence Academy as of May 2024.

FACILITATORS

Dr Alisa Miller

The Royal Military Academy Sandhurst



Dr Alisa Miller holds degrees in history from the University of Michigan, the London School of Economics, and Oxford University. She has worked in Higher Education policy and as a research associate and fellow at King's College London. Her academic research and publications consider the strategic uses of propaganda, and historical constructions of war narratives (off and online) in the 20th and 21st centuries. In 2020 she was appointed Senior Lecturer in War Studies at the Royal Military Academy Sandhurst, where with Dr James Kitchen she recently edited a publication on *Combined Arms Manoeuvre: Historical Vignettes* (April 2024).

Shashank Joshi

The Economist



Shashank Joshi is Defence Editor at *The Economist*, where he covers a wide range of security and defence issues, and a Visiting Senior Research Fellow at the Department of War Studies King's College London. Prior to joining *The Economist* in 2018, he served as Senior Research Fellow at the Royal United Services Institute (RUSI), where he now serves on the Advisory Board, and Research Associate at Oxford University's Changing Character of War Programme. He holds degrees from Cambridge and Harvard, where he served as a Kennedy Scholar from Britain to the United States. He has also been a participant in the Summer Workshop on the Analysis of Military Operations and Strategy (SWAMOS) at Cornell University. His most recent special reports and cover stories for *The Economist* have covered lessons from Ukraine, the future of war, intelligence and technology, and the role of AI in military operations.

PANELLISTS

Prof. Matthias Strohn

Centre for Historical Analysis and Conflict Research



Prof. Matthias Strohn, M.St. (Oxon), DPhil (Oxon), FRHistS is the Head of the Historical Analysis Programme at the CHACR, the think tank for the British Army.

Matthias is an expert in the history of war in the 20th century. He has written and edited over 20 books and numerous articles. He is a frequent commentator on military history and current military affairs. He is also a keen battlefield studies guide, and he has led military and civilian groups all over Europe, from Madrid to Stalingrad.

Matthias holds a commission in the German Army. After over ten years in the military attaché reserve (with postings in London, Paris and Madrid), he was recently appointed Head of the German Military Delegation in the UK(R). He gained operational experience in both Afghanistan and Iraq. For his services to defence, he was awarded the highest German military decoration, the Ehrenkreuz der Bundeswehr in Gold.

Warrant Officer Class Two Paul Barnes

Land Warfare Centre



WO2(QMS) Paul Barnes is SO2 Warfare at Land Warfare Centre. He was the lead author of ADP Land Operations (2022), DN 22/02 Freedom of Action in the Application of Land Power (2022), and JDP 0-20 Land Power (2023). He currently has responsibility for domain level doctrine and academic interface within Warfare Branch, is Secretary of NATO's Senior Land Doctrine Panel, Chairman of its NATO MDO Study Group, and leads ABCANZ's Manoeuvre Doctrine

Project Team. He regularly speaks on doctrine matters to audiences at home and abroad.

WO2 Barnes is a CGS' Fellow and, uniquely, a CAS' Fellow; was the British Army's Visiting Fellow at RUSI in 2018/19 and a Fellow at West Point in 2020/21. He won the RAF's Salmond Prize for Essay Writing in that Service's centenary year. He has written articles which have been widely published in the UK, USA and Australia and is currently writing a book on the *Principles of War* for Swift Press, to be published in 2025.

Warrant Officer Class One Paul Carney

Army Sergeant Major



WO1 Carney 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 3rd (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 3rd British Army Sergeant Major. WO1 Carney has a BA (Hons) in Leadership and Management and is currently studying at master's level. He is a CAL Senior Fellow.

Colonel Grant Davies

Army Legal Services



Colonel Grant Davies graduated from Aberystwyth University (International Politics and Strategic Studies), and the University of Northumbria (Law). He holds an LLM in Public International Law (King's College London) and published work regarding non-state actors in armed conflicts and the legal challenges of detention operations in Non-International Armed Conflicts. Prior to commissioning into the Army Legal Services (ALS) in 1998 he was reservist infantry officer (4th Queens Lancashire Regiment (4QLR)). He qualified as a solicitor in 1997, and later called to the Bar (Gray's Inn). Col Davies has served

as regional legal advisor in 2nd and 4th Divisions, in Service Complaints, DALs directorate, and as a Prosecutor (Germany and UK). Promoted to Colonel in 2020, he was the Senior Army prosecutor at the Service Prosecuting Authority. He is currently Assistant Head for Advisory and Disciplinary Law at Headquarters British Army (Andover). He holds a judicial appointment as Assistant Coroner for Dorset.

CLOSING ADDRESS

General Sir Roly Walker KCB DSO ADC Gen

Chief of the General Staff



General Sir Roly Walker was commissioned into the Irish Guards in 1993 and served with the UK's Special Forces from 1997. He commanded the Grenadier Guards in 2009, promoting to the General Staff four years later.

He has commanded at company, squadron, battle group, brigade, and SF group levels, variously in Northern Ireland, Afghanistan, Iraq, as well as joint command of operations across Europe, the broader Middle East, Africa and South America. On the Staff, he has served in brigade, divisional, army and

strategic HQs.

Since April 2021, he was the Deputy Chief of Defence Staff (Military Strategy & Operations) during which time he was responsible for advising on and directing operations to support the government's response to Covid, the death of the late Duke of Edinburgh, the withdrawal from Kabul, the full scale invasion of Ukraine by Russia, the death of the late Queen Elizabeth II and coronation of His Majesty King Charles III, numerous evacuation operations, and most recently, the Hamas attacks on Israel. In June 2024 General Walker was appointed as the Chief of the General Staff.

He was made a Knight Commander of the Most Honourable Order of the Bath in 2023, and a Companion of the Distinguished Service Order in 2010. General Walker is the President of the Honourable Artillery Company, Army Rugby, and Army Winter Sports.

CONCLUSION

Lt Col (Retd) Langley Sharp MBE

CAL Senior Fellow



Langley Sharp MBE is the 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, North 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 Olympics venue security, for which he was

awarded an MBE.

He is the author of the British Army's official account of leadership, *The Habit of Excellence* (2021), distilling over three centuries of the Army's experience in the art, science, and practice of leadership.

The breadth of Langley's life experiences has fostered in him a steadfast belief in the potential of people. As an executive coach and leadership consultant, working with executives and senior leadership teams across the private and public sectors, his passion is to help unleash this potential.

Langley is the Founder and Director of the consultancy firm Frontier Leadership.

Our Purpose

The British Army requires the highest standards of leadership. It is a core function of our institution and a fundamental component of fighting power. Our leadership philosophy is values-based and motivated not by self-interest but for the service of others.

The Centre for Army Leadership (CAL) exists to champion leadership excellence and to optimise the Army's human 'edge' that underpins operational success. We support the development of exceptional leaders not just for the British Army, but for the whole nation.

Our Role

The CAL is the guardian of the Army's Leadership Doctrine, the codification of our leadership experience and philosophy built over more than 350 years. We act as the Army's leadership conscience, calibrate its thinking against multiple sectors and, through our Research Institute, ensure conceptual rigour. Furthermore, our persistent communication and engagement activity seeks to stimulate debate, awareness, and critical thinking.

Our team comprises of theorists and practitioners, supported by advocates from across and beyond the Army who share our passion for leadership and leader development. We are committed to the betterment of every leader, across the whole force, at all ranks, Regular or Reserve, through life.

We achieve this by:

- Developing Leadership as an organisational capability;
- Championing the professionalisation of leadership;
- Acting as the custodians of Army Leadership Doctrine;
- Acting as the proponent of Army leadership excellence;
- Promoting and capturing leadership conceptual and critical thought thinking;
- Applying academic rigour to the leadership learning and development;
- Communicating Army Leadership Doctrine to all ranks of the British Army;
- Developing and engaging with a wide global network of leadership stakeholder.

THE CAL TEAM



Prof. Lloyd Clark

Director of Research, Centre for Army Leadership

Educated in War Studies at King's College, University of London, and a widely published author, Lloyd is a specialist in command and leadership with a particular interest in fighting methods and doctrine development. He was instrumental in the establishment of the CAL in 2016/17.

Lieutenant Colonel Dean Canham OBE, Mercian Regiment

SO1 Leadership, Centre for Army Leadership

Dean has deployed operationally to Northern Ireland, Sierra Leone, Afghanistan, and Estonia. He was appointed an OBE for his work on Security Sector Reform in Somalia and South Sudan whilst working at the Permanent Joint Headquarters and FCDO. He commanded the 1 Mercian Battal Group between 2020-23, before becoming SO1 CAL.



Dr Linda Risso

Senior Researcher, Centre for Army Leadership

Linda is the Editor of the *CAL Leadership Insights* and Director of the Richard Holmes Library. Prior to joining the MoD, Linda worked in the Office of the Historical Advisor at the Supreme Headquarters Allied Powers Europe. She is an expert on European security and defence since 1945.

Warrant Officer Class 1 Dai Chant, The Queen's Dragoon Guards

WO1 Leadership, Centre for Army Leadership

Serving since 2000, Dai has deployed to Iraq (Op TELIC 1, 5 & 8), Afghanistan (Op-HERRICK 9, 15 & 20), Poland as a Squadron Sergeant Major, and Mali (Op-NEWCOMBE 3) as 1st The Queen's Dragoon Guards Regimental Sergeant Major, in their operational role as the Long-Range Recce Reconnaissance Group.



Warrant Officer Class Two Ash Body MBA, Royal Signals

WO2 Leadership, Centre for Army Leadership

Ash has deployed operationally to Iraq, Afghanistan, the Horn of Africa, and Ukraine. He supported the 2012 Olympic Games and gained multinational experience working at NATO Allied Command Transformation in the USA. More recently, he served as a Squadron Sergeant Major at Joint Service Signal Unit, Cyprus.



Captain Melissa Shepherd, Honourable Artillery Company

SO3 Leadership, Centre for Army Leadership

Melissa is an expert in organisational change and talent management, a skill set she bring from her civilian career into her Reserve role with the CAL as the Staff lead for Project BRAMALL; the Army's strategy for developing leadership as a professional capability.

Capt Katherine Scott, Royal Logistic Corps

SO3 Delivery, LEDG

Having deployed operationally to the Middle East in 2022, Katie has recently contributed to the rehousing of Afghan nationals in the UK for which she was awarded a 4* Commendation. She has undertaken multinational engagements in New Zealand, South Korea, Germany, and Poland.



SSgt Harpreet Chauhan, Queen Alexandra Royal Army Nursing Corps

CAL Support SNCO, Centre for Army Leadership

Harpreet served in the Regular Army for 14 years. She is an Intensive care nurse by profession and an Army Reservist with 256 (City of London and Southeast) Multi Role Medical Regiment. In addition to Harpreet's current position at 256 MMR, Harpreet manages the CAL Activists Network and contributes towards all outreach and engagement activities.

Mr Mick Latter

Digital Content Support, Centre for Army Leadership

After 28 years of service in the Regular Army and an additional 9 years as a Reservist, Mick has transitioned to civilian life and is now a seasoned digital marketing consultant at Focus Ecommerce Ltd. He provides support to various sectors, including Government, Charity, and Business.



OCdt Rose Russell, East Midlands University Officer Training Corps

Support Officer, Centre for Army Leadership

Rose has recently graduated from Nottingham Business school, Nottingham Trent University with First class Honours in Business with a Sustainability focus. She has been a member of EMUOTC for 3 years, and she is now working at the CAL as a Research Support Officer.

THE CAL RESEARCH INSTITUTE



The Centre for Army Leadership's Research Institute was created in 2017 as a multi-disciplinary body to bring together the CAL and its Fellows with wider Defence, Allied armies, cross-sector organisations, and academia, to better understand the art and science of leadership. The Research Institute contributes to the Army's leadership debate through the production of evidence-based studies.

The Research Institute provides intellectual rigour in support of the CAL's mission to champion Army leadership excellence to optimise the Army's fighting edge, to underpin its operational success, and to benefit the wider society.

Current Areas of Research

Leadership and Mission Command. Exploring the British Army's battle-winning philosophy of Mission Command through historical and contemporary analysis and how it can be enhanced through effective leadership and followership.

Army Values and Behaviours. The routine review of British Army Values and behaviours to ensure their relevance and applicability, and how they are communicated, understood, and implemented by all areas of the Army.

The Richard Holmes Library

The CAL Leadership Library (The Richard Holmes Library) opened in May 2022. It is located on the ground floor of Robertson House at the Royal Military Academy Sandhurst.

It is open to visitors – military and civilians – working on any leadership-related project. The Richard Holmes Library offers access to an outstanding set of bibliographical resources, official documents, research reports, audio recordings, and visual material to support and enhance the study of leadership within the British Army and beyond. For more information about the Library, visit the CAL website by scanning the QR code.



CAL Fellows

Honorary Fellows:

Mark Laity
Dr Jamie Shea CMG

Senior Fellows:

Prof. Susanne Braun
WO1 Paul Carney
Dr Victoria Carr
Sarah Chapman Trim
Dr Munish Chauhan
Prof. Alexander Evans OBE
Dr Chris Kempshall
Col Matthew Ketterer
Capt Simon Lash
Dr Gabriel Morin
Dr Tess Morris-Paterson
Maj Gavin Paton OBE
Lt Col (Retd) Langley Sharp MBE
Dr Alexandra Thorp
Donna Verdi

The **CAL Fellows** are military and civilian experts and practitioners in their respective fields who are passionate about leadership and about supporting the CAL in its research and engagement objectives.

You can read more about our Fellows here.



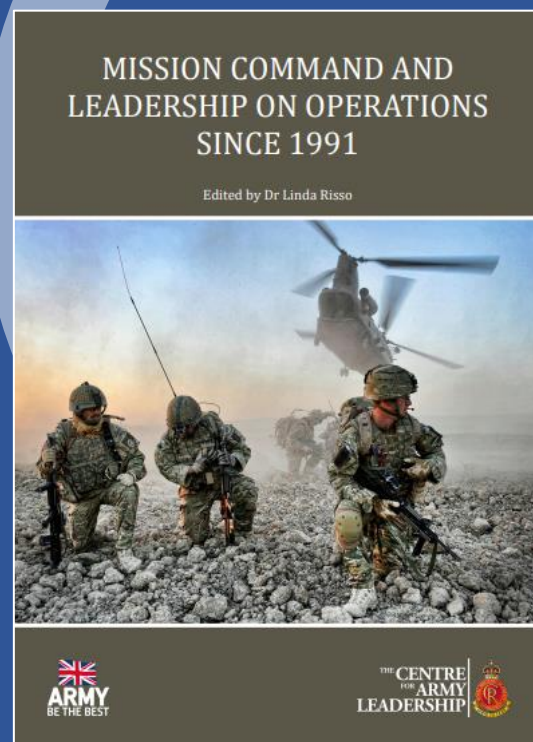
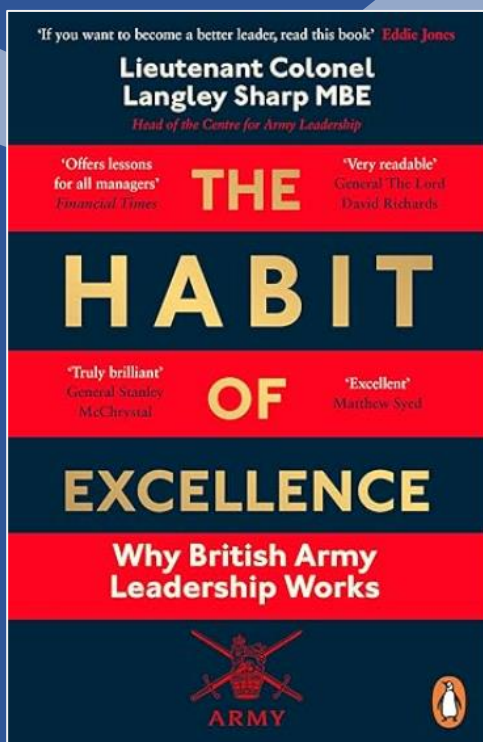
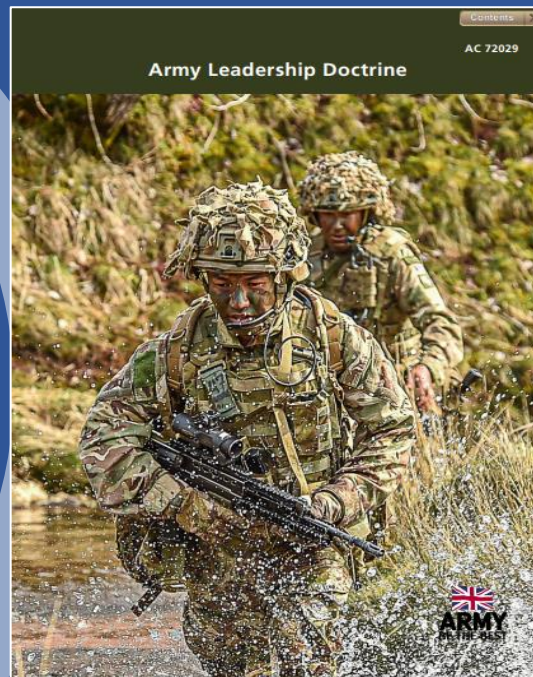
THE CAL LEADERSHIP INSIGHTS

The CAL publishes the *Leadership Insights*. These are short, agile pieces that act as a leader development resource, both for individuals and groups. These short 'think-piece' papers are ideal for facilitated group discussion, exploring a wide range of leadership topics in greater detail and challenging perceptions using the curated questions provided in each paper.

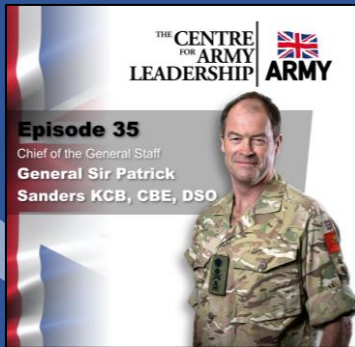
The *Leadership Insights* are available for download on our website.



CAL PUBLICATIONS



CAL LEADERSHIP PODCASTS



THE CAL PODCAST

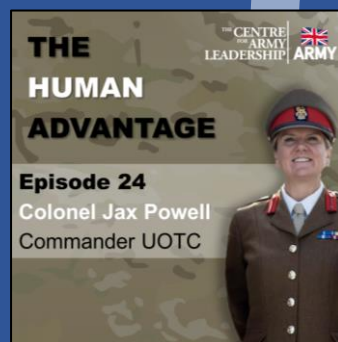


With over 1,000 years of leadership experience, from Defence's most senior officers to champions of sport and industry, the Centre for Army Leadership Podcast is unsurprisingly one of the most successful military leadership podcasts globally. Our guests reflect upon a lifetime of leading others, how they've grown and, more importantly, what they've learned.

The Human Advantage explores the more personal and tactical application of leadership. In each episode we meet someone who has experienced the highs and lows of leading. In situations ranging from combat operations to challenges in barracks. We explore what they've learned about leadership to help our junior leaders prepare for operations today and in the future



THE HUMAN ADVANTAGE



JOIN THE CAL **ACTIVIST** NETWORK

Are you passionate about leadership and developing future leaders? Do you want your opinions and ideas to genuinely result in Army-level change?

You'll be joining a highly motivated community of peers, from Private soldier to Brigadier, where everyone's opinions and ideas matter to the development of Army leadership and the CAL's outputs. The CAL will also support your own leader development journey with access to opportunities that will enhance your leadership knowledge, skills, and experience, whether through training, workshops, exclusive Activist events, and networking opportunities. As a CAL Activist you will:

- Help shape the direction of the Army's Leadership Strategy.
- Be asked to provide feedback on Army-level leadership outputs and publications during their development.
- Get early notification and priority access to CAL events.
- Get access to monthly CAL Activist leadership workshops.
- Receive CAL support to enable and promote your grass-roots leader development ideas and initiatives.

THE CENTRE
FOR ARMY
LEADERSHIP



ARMY

Internal Army Applicants Only

You can join the CAL Activist Network using the MS Form here, or by emailing us at:
Army-CAL-Activists@mod.gov.uk



RESOURCES

This list is designed to offer practical resources, to introduce new ideas and concepts, and to stimulate the debate on Leadership and Mission Command. This is not meant to be an exhaustive list.

Centre for Army Leadership: Podcasts

Lt Gen Roly Walker DSO, S1 E32.

Lt Gen Nick Borton DSO MBE, S1 E31.

Gen Stanley McChrystal, S1 E10.

Centre for Army Leadership: Leadership Insights

Capt Luke Wilson, 'What the Hell Do We Do Now, Sir?', Insight N. 3, Aug 17.

Maj Paul Cooper, 'Empowerment: Beyond Delegation', Insight N. 7, Apr 18.

Maj J R O'Neill, 'Mission Command and Command Responsibility: It is time to talk ethics', Insight N. 22, Feb 21.

Lt Col William Wells, 'Leadership Reflections from Deployed Battlegroup Commander', Insight N. 41, May 23.

Articles, Chapters & Blogs

Bolton J., 'Overkill: Army Mission Command Systems Inhibit Mission Command.' *Small Wars Journal*, 29 Aug 17.

Bolton J., 'Fixing the Information Faucet: Army Mission Command Systems Need Fundamental Change So Units Can See the Enemy (and Themselves).' *Small Wars Journal*, 2 Nov 20.

Bricknell M., 'Mission Command: Applying Principles of Military Leadership to the SARS-CoV-2 (COVID-19) Crisis: More than Just "Mission Command".' *BMJ Military Health* 167/1 (Feb 2021): 70–70.

Buckner (Sgt Maj.) N.E., 'From the SGM: Mission Command Needs Strategic NCOs.' *NCO Journal*, 2012, 2.

Cavanaugh M.L., 'Mission Command Is Not Enough.' Modern War Institute, 24 Apr 14.

Clare P., 'Wavell Reviews "Chef de Guerre" At the Heart of Special Operations with a Navy Commando by Louis Saillans, Wavell Room.' *Wavell Room* (blog), 29 Apr 21.

Devine (Maj.) D.J., 'The Trouble with Mission Command: Army Culture and Leader Assumptions.' *Military Review*, Sep-Oct 21.

Fitzgerald C., 'MODEX and Mission Command – The Army Leader – Practical Leadership Advice.' *The Army Leader* (blog), 22 Aug 18.

Friedman B.A. and Garard O.A., 'Clarifying Command: Keeping Up with the (John Paul) Joneses.' *War on the Rocks*, 7 Apr 20.

Friedman B.A. and Garard O.A., 'Technology-Enabled Mission Command.' *War on the Rocks*, 9 Apr 20.

Graham, (Lt Col) S. 'Empowerment and Mission Command – Uneasy Bedfellows?' *The British Army Review*, 177, Winter-Spring 20.

Hutchings P.G., 'The Philosophy of Mission Command and the NCO Corps.' *NCO Journal*, 21 Feb 18.

Happel (Maj.) W. 'The Truest Test of Mission Command.' *Military Review Online*, Sep-Oct 24.

Kalimuddin, (Lt. Col.) M. 'The Practical Application of Followership Theory in Mission Command', *Military Review Online*, Sep 17.

Koester J., 'NCOs Have Important Roles in Mission Command.' *NCO Journal*, 17 Sep 13.

Lamb C.J., 'The Micromanagement Myth and Mission Command: Making The Case for Oversight of Military Operations', *Strategic Perspectives* 33. Aug 20.

Liddy (Maj.) L., 'The Strategic Corporal: Some Requirements in Training and Education', *Small Wars Journals* 2/11 (2004), p. 140.

Lushenko P., 'Mission Command: Addressing the Cause and Effect of Leadership Challenges.' *Modern War Institute at West Point*, 7 Mar 13.

Maguire S., 'Wavell Reviews "Adopting Mission Command" by D.E. Vandergriff.' *Wavell Room* (blog), 9 Sep 20.

Matzenbacher, (Maj.) B. 'The US Army and Mission Command: Philosophy versus Practice', *Military Review*. Mar-Apr 18.

Meddings W., 'The Future of Command and Control: Four Models to Provoke Thought.' *The Army Leader* (blog), 10 Jul 20.

Montcalm R., 'A New Dependency: Our Addiction to Information and Approval Are Killing Mission Command.' *Modern War Institute at West Point*, 16 Jan 18.

Nick. 'Erosion of Mission Command in Barracks » Wavell Room.' *Wavell Room* (blog), 7 Dec 17.

O'Neil C., 'The Perils of Mission Command: A Historical Perspective.' *Defence in Depth* (blog), 18 Aug 20.

Ollie. 'The French Intervention in Mali: A Lesson in Mission Command.' *Wavell Room* (blog), 30 Nov 17.

Orsi D., 'Will New Doctrine Fix Mission Command?' *War Room – U.S. Army War College* (blog), 9 Oct 19.

Payne J.M., 'Empowering a Mission Command Climate.' *Small Wars Journal*, 24 Sep 19.

Pearce A.P., Naumann D.N. and O'Reilly. 'Mission Command: Applying Principles of Military Leadership to the SARS-CoV-2 (COVID-19) Crisis.' *BMJ Military Health* 167/1 (Feb 21): 3–4.

Perkins J., 'How the Military Can Finally Get Mission Command to Work: Lessons from Tech Companies.' *Modern War Institute*, 17 Oct 18.

Phillipson (Maj.) R.R., 'Leeroy Jenkins and Mission Command.' *Military Review Online Exclusive*, May 17.

Roberts R., 'For Want of a Leader: Lessons on Mission Command from McClellan's Failures at Antietam.' *Modern War Institute at West Point*, 13 Nov 13.

Russell, (Sgt.) R.P., 'A Stewardship of the Profession: Using Mission Command as the Mechanism for Subordinate Leadership Development', *NCO Journal* Oct 19.

Samuels M., 'Doctrine for Orders and Decentralization in the British and German Armies, 1885–1935.' *War in History* 22, no. 4 (2015): 448–77

Saunders, P. 'Mission Command in Education' *Army Press Online Journal* 16/10, Mar 16.

Shurkin M., 'What a 1963 Novel Tells Us About the French Army, Mission Command, and the Romance of the Indochina War.' *War on the Rocks*, 20 Sep 17.

Sioson E., 'The Siege of Marawi: Experimenting with the Art of Mission Command.' *Modern War Institute at West Point*, 22 Feb 19.

Stewart K., 'The Evolution of Command Approach' (Paper 192), 2010. [PowerPoint presentation].

Storr (Maj.) J., 'A Command Philosophy for the Information Age: The Continuing Relevance of Mission Command.' *Defence Studies* 3, no. 3 (2003): 119–29.

Taneborne, (Maj.) P., 'Why Mission Command Won't Work as Intended ...and How to Fix It'. *The British Army Review* 164. Autumn 15.

The Army Leader, 'Five Reflections on Building a Mission Command Culture – Part 1.' *The Army Leader – Practical Leadership Tips and Advice* (blog), 1 Sep 17.

The Army Leader, 'Five Reflections on Building a Mission Command Culture – Part 2.' *The Army Leader – Practical Leadership Tips and Advice* (blog), 7 Sep 17.

Thomas J., 'Where to Mission Command?' *Wavell Room* (blog), 20 Oct 20.

Tillman D.M., 'Mission Command in the Yom Kippur War.' *Small Wars Journal*, 28 Sep 21.

Tom. 'Mission Command; The Fall of the Strategic Corporal & Rise of the Tactical Minister.' *Wavell Room* (blog), 23 Apr 17.

Townsend, (Gen.) S. at al., 'Reinvigorating the Army's Approach to Mission Command: It's Okay to Run with Scissors (Part 1)'. *Military Review Online Exclusive*, Apr 19.

Townsend, (Gen.) S. at al., 'Reinvigorating the Army's Approach to Mission Command: Leading by Mission Command (Part 2). *Military Review Online Exclusive*. May 19.

Townsend, (Gen.) S. at al., 'Reinvigorating the Army's Approach to Mission Command: Training for Mission Command (Part 3). *Military Review Online Exclusive*. July 19.

Vandergriff D.E., 'How the Germans Defined *Auftragstaktik*: What Mission Command Is – AND – Is Not.' *Small Wars Journal*, 21 Jun 18.

Volpel S. and Kearney E., 'Trust Within Organization: Benefiting from Demographic Changes by Fostering Intra-Organizational Trust' *Journal of Academic Perspectives* 2010/3: 1–17.

Widder, (Maj. Gen.) W., '*Auftragstaktik* and *Innere Führung*: Trademarks of German Leadership', *Military Review*. Sep-Oct 2002.

Will. 'Radio Silence – A Lesson in Mission Command» *Wavell Room*.' *Wavell Room* (blog), 14 Dec 17.

Zahnow T., 'Can Mission Command Actually Work?' *Modern War Institute*, 30 Jul 20.

Books

Balboni M. et al., *Mission Command of Multi-Domain Operations* (Carlisle Barracks, PA: USAWC Strategic Studies Institute, 2020).

Bungay S., *The Art of Action: How Leaders Close the Gaps Between Plans, Actions and Results* (London: Nichols Brealey Publishing, 2011).

Finney N.K. and Klug J.P. (eds.), *Mission Command in the 21st Century: Empowering to Win in a Complex World* (Fort Leavenworth, KS: The Army Press, 2016).

Glenn, R.W. (ed.) *Trust and Leadership: The Australian Army's Approach to Mission Command*. (University of North Georgia, 2020).

Marquet D., *Turn the Ship Around: A True Study of Turning Followers into Leaders* (London: Penguin, 2015).

McChrystal (Gen. Retd) S., *Team of Teams: New Rules of Engagement for a Complex World* (London: Penguin, 2015).

Pugsley C., *We Have Been Here before: The Evolution of the Doctrine of Decentralised Command in the British Army, 1905–1989* (Camberley: Central Library, Royal Military Academy Sandhurst, 2011).

Richards (Gen. Retd) Sir D., *Taking Command* (London: Headline, 2014).

Shamir E., *Transforming Command: The Pursuit of Mission Command in the U.S., British and Israeli Armies* (Stanford, CA: Stanford Security Studies, 2011).

Simpkin R., *Race to the Swift: Thoughts on Twenty-First Century Warfare* (Washington, DC: Brassey's Defence, 1985).

Sinek S., *Start with Why: How Great Leaders Inspire Everyone to Take Action* (London: Penguin, 2009).

Vandergriff D.E., *Adopting Mission Command: Developing Leaders for a Superior Command Culture*. Naval Institute Press, 2019.

Vandergriff D.E. et al. (eds.), *Mission Command: The Who, What, Where, When and Why. An Anthology*. (CreateSpace Independent Publishing Platform, 2017).

Vandergriff D.E. et al. (eds.), *Mission Command II: The Who, What, Where, When and Why: An Anthology*. (CreateSpace Independent Publishing Platform, 2019).

Wright D.E. (ed.), *16 Cases of Mission Command*. (Combat Studies Institute Press, US Army Combined Arms Center, 2013).

British Army – Official Documents

ADP: Land Operations (2017)/AC 71940.

Centre for Army Leadership, *Army Leadership Doctrine* (2021), AC 72029.

Centre for Army Leadership, *A British Army Followership Doctrine Note* (2023).

Risso, Linda (ed.), *Mission Command and Leadership on Operations Since 1991 – AC 72278* (Camberley: Centre for Army Leadership, 2024). ISBN: 978-1-7394546-2-3. ©Crown Copyright.

Other Official Documents

Allied Joint Doctrine 01 (AJP-01) Edition F Version 1 with UK national Elements, December 2022.

Allied Joint Doctrine for Land Operations, Edition B Version 1, February 2022.

Department of the Army Headquarters, 'ADP 6-0 Mission Command: Command and Control of Army Forces' (2019).

Department of the Army Headquarters, *Training the Mission Command Warfighting Function* (2021).

Deployable Training Division (DTD) of the Joint Staff J7. 'Mission Command' (2020).



ACKNOWLEDGEMENTS

The Centre for Army Leadership would like to thank all those who helped make this year's conference possible.

To the **speakers, facilitators, and panellists**. We are grateful for your contributions to the Centre for Army Leadership's research. We hope to continue working with you as we finalise the Leadership and Mission Command Doctrine Note.

To the Team at the NCO Academy – and in particular **Maj Sam Eade** and **Capt Melissa Ilic** – for developing the activity packs for our online audience. And to **Col Jim Walker**, for his continuous support.

To the venue team, **Rhona Moir, Juris Purmalis & Robin Gardner** for providing us with such a fantastic facility and support.

To the RMAS Finance Team, **Helen Smith** and **Lisa Buss**, for their hard work.

To our **CAL Fellows**, for their efforts in supporting our research and engagement activities.

To our **CAL Activists**, who contribute significantly to the CAL outputs and its thinking.

To all the **attendees** to the conference, particularly those who travelled from abroad.

To all **units and organisations**, for hosting the Leadership and Mission Command conference virtually.



Notes

Notes

Notes



Centre for Army Leadership
Robertson House
Royal Military Academy Sandhurst
Camberley
UK

©Crown Copyright 2024