

LEADERSHIP AND ARTIFICIAL INTELLIGENCE

CAL ANNUAL CONFERENCE 2025



This event has been sponsored by:



LEADERSHIP AND ARTIFICIAL INTELLIGENCE

10:00 – Opening address

Maj Gen Nick Cowley OBE

MORNING SESSION

10:10 – Prof. Alan Brown, University of Exeter

10:30 – Jenny Griffiths MBE, Oracle

11:00-11:30 – Break

PANEL DISCUSSION

Chair: Joyce Hakmeh

Alan Brown, Jenny Griffiths, Natalie
Billingham, Laura Spear and Chris Loveday

12:30-13:30 – Lunch Break

AFTERNOON SESSION

13:30 – Brig Rich Byfield MBE

13:50 – Lt Col Arthur Dawe

14:10 – Lt Col Haydn Gaukroger OBE

14:30-15:00 – Break

PANEL DISCUSSION

Chair: Claire Fry

Brig Rich Byfield MBE, Lt Col Arthur Dawe,
Lt Col Haydn Gaukroger OBE,
Lt Col Kitty Small

16:00 – Conclusion

Army Sergeant Major – WO1 John Miller

16:15 – Closing Address

General Sir Roly Walker KCB DSO ADC Gen
Chief of the General Staff

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 (CAL) will facilitate your swift and safe exit from the building to the designated assembly area.

First aid and emergencies

If you are attending in person and 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, post-event media content, social media

The Leadership and Artificial Intelligence Conference will be live-streamed to registered viewers via the CAL's YouTube Channel.

The event is on the record but it will run under Chatham House Rule. This means that delegates in the room and viewers online are encouraged to engage on social media and to post comments. **They must not attribute quotes or ideas to individual speakers.**

Post conference, the recording will be uploaded on to our YouTube Channel (@CentreforArmyLeadership), and will be accessible without restrictions.

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. Please use the QR code to submit your questions via Slido.



OPENING ADDRESS

Major General Nick Cowley OBE
Director Leadership



Major General 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, which has now merged with other training organisations to form Army Individual Training Command (AITC); an organisation which trains all new officers and soldiers across the Army. 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 called Future Forces, which aims to attract 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 and MODERATORS

Natalie Billingham
Akamai Technologies



Natalie Billingham is Akamai's Senior Vice President of EMEA Sales and Channels and Managing Director-EMEA, based in London. She leads growth and go-to-market strategies across Europe, Middle East, and Africa. With over 25 years in technology, she's worked at firms including Exodus, SAVVIS, and NTT Ltd before joining Akamai in 2007, bringing deep expertise in telecommunications, cloud, and business services technology.

Prof. Alan Brown
University of Exeter



Alan Brown is a distinguished expert in digital transformation and AI strategy. His work centres on the intersection of technology and business innovation, where he is a respected voice on developing agile approaches to technology adoption and navigating the complexities of the modern digital economy. Alan's primary focus is on empowering these organisations to develop robust digital transformation roadmaps and effective AI strategies, enabling them to ask more

insightful questions and foster sustainable growth.

Drawing on his PhD in Computer Science and a Fellowship in the British Computer Society, Alan has published several books on scaling AI adoption, business transformation with digital technology, and enterprise software delivery. He also publishes weekly articles that explore the multifaceted impacts of AI and digital technologies, offering valuable insights to a wide audience.

Brig Rich Byfield MBE

Army Head Digital and Data



Rich Byfield was commissioned into the Royal Corps of Signals in 1994. Early service was spent supporting deployable formations, in HQ Field Army, and with Other Government Departments. Operationally he deployed on multiple occasions to Bosnia, Kosovo and Iraq. Following Advanced Staff training, he served in the Army Directorate of Operations and was awarded an MBE during this time. Attached to Cabinet Office for COVID-19 planning, he gained an insight into national resilience. On promotion he took on the dual role of Deputy Commander 1(UK) Signal Brigade / ACOS G6 in HQ ARRC. His final appointment before promotion to Brigadier was Chief of Staff to the Army Chief Information Officer. Brigadier Byfield started as Army Head Digital and Data in October 2024, responsible for Army AI and Data Governance, Data Protection, Business IT, Data Analytics, Information Interoperability.

Lt Col Arthur Dawe MBE

Experimental Training Group



Lt Col Dawe joined the British Army in 2001, commissioning into the Scots Guards. Initial postings included the Guards Training Division and to London on ceremonial duties. He then served in Northern Ireland, Kosovo and Iraq. Further postings included Poland, Canada and Germany as well as further operational deployments to Iraq and Afghanistan where he commanded at both Troop and Squadron level. He worked in Joint Capabilities in the MoD during SDSR10 and is experienced in several other key Staff appointments, both in the MoD and in the Field Army. In 2018, Lt Col Dawe deployed to Iraq as part of the coalition to defeat ISIS before becoming Chief of Staff of the Combined Staff and Tactical Training Group (CSTTG). In 2020, he successfully completed a Master's degree in Planning, Strategy and Risk Management at the UK's Advanced Command and Staff Course (ACSC). He then became SO1 Assurance in the Land Warfare Centre (LWC) before assuming command of the Army Trials Unit (ATU). On completion of unit command in 2024 he became Chief of Staff of the Army's Experimentation and Trials Group (ETG).

Claire Fry Defence Digital



Claire Fry was appointed Director of Functional Integration for the Ministry of Defence Digital Function in February 2021. As Digital Head of Profession, she leads the People agenda and works closely with the CIO community to ensure cohesion across Defence. Her responsibilities include overseeing the £4.6bn Digital Portfolio, reporting governance to the Defence Board, and leading the Digital Skills for Defence Programme. Claire has over 20 years' experience in Defence, primarily in Digital roles. She has served as Head of CIO in a TLB, setting Information strategy, improving IT efficiency, and delivering business value. She has led major Digital Programmes and established the first Digital Apprenticeship and Graduate schemes, supporting up to 14,000 Digital Professionals. Her portfolio experience spans up to £26bn, and she is well-versed in ITIL processes such as Configuration Management and Business Change. As a Certified Management Consultant, she led Defence's internal consultancy team, which earned IBC premier practice status for its work in business process engineering, organisational development, and team building.

Lt Col Haydn Gaukroger OBE Army HQ



Haydn Gaukroger is a reserve Lt Col working for Army HQ on the development of uncrewed systems. Retiring from active service in 2024 after 23 years in The Parachute Regiment, he now leads on strategy and product development for an autonomy startup. His military career was underpinned by three themes: special operations, capability development, and Ukraine. The latter part of which was focused on autonomy and AI in support of Ukraine. Significantly Lt Col Gaukroger developed and led the UK's £0.5bn Ukraine-facing Drone Programme following Russian escalation in 2022 within Task Force KINDRED. Projects included both maritime and air domain autonomy, and the development and large-scale, serial production of one of the first long-range one-way effectors programmes outside of Iran, Russia and Ukraine.

Jenny Griffiths MBE

Oracle



Jenny Griffiths is Vice President of AI Innovation, working on embedding AI capabilities across Oracle's Fusion Applications. She focuses on bridging the gap between proven technologies, emerging possibilities, and real-world customer needs. She also serves on the UK Country Leadership Team, supporting the company's strategic initiatives across the region.

Jenny has received recognitions including an MBE for Services to Innovation and the Princess Royal Medal for Contributions to UK Engineering. As the founder and former CEO of Snap Vision, a ground-breaking AI visual search platform, she has been recognised as one of the top 50 women in tech in Europe and the world by Forbes.

Joyce Hakmeh

Chatham House



Joyce is the Deputy Director of the International Security Programme at Chatham House, where she plays a leading role in shaping the programme's research and strategic direction. She oversees a portfolio of work on arms control, technology and security, cyber policy and conflict prevention, and manages a team of researchers contributing to these areas. Alongside her leadership responsibilities, Joyce is also a Senior Research Fellow specialising in cyber

policy. Her research focuses on international cyber diplomacy, state behaviour in cyberspace, cybercrime, and the intersection of technology and security. She is also the commissioning editor for the Journal of Cyber Policy. Prior to joining Chatham House, Joyce worked with the United Nations, the International Federation of Red Cross as well as other non-profit organizations. Joyce received her Master's degree in International Law from SOAS, the University of London.

Chris Loveday

Barton Peveril Sixth Form College



Chris Loveday is an education leader and Vice Principal (Business Services) at Barton Peveril Sixth Form College, where he is driving a transformative shift in how AI is applied to education management. With a background in business services and operational leadership, Chris has spearheaded the strategic integration of artificial intelligence across key functions within the college to enhance efficiency, empower staff, and deliver measurable impact.

Chris has worked in education for over 21 years in Secondary Education (10 Years as a School Business Manager) before transitioning to leadership at a Sixth Form College. Chris is a serving member of the AI in Education Strategic Committee and Chair of the newly formed CFO/COO Panel. He also sits on the DfE Advisory Board and he worked with the Chiltern Learning Trust (on behalf of the DfE) to develop the AI toolkit for teachers and leaders. He is passionate about Digital Equity and the role of AI in education, with a focus on business services as well as teaching and learning.

Lt Col Kitty Small

Army Artificial Intelligence Centre



Lt Col Kitty Small is Head of the Army Artificial Intelligence Centre, serving as the Army's authority for AI governance and coherence. A Royal Electrical and Mechanical Engineers officer with 19 years of service, she has deployed on operations in Iraq and Afghanistan and held NATO appointments in multinational headquarters. In 2018, Kitty was appointed the Chief of the General Staff's Visiting Fellow at Chatham House, where she led research into the implications of Artificial Intelligence for defence and security within the International Security Department.

She later commanded 17 Field Company, 4 Armoured Close Support Battalion REME, leading 120 personnel in delivering operational outputs and training. Following command, she joined the Army Data Analytics Team within the Information Exploitation branch. Kitty is a Chartered Engineer and holds a BEng in Aeromechanical Systems Engineering from the Royal Military College of Science, an MSc in International Relations from the London School of Economics and Political Science, and an MBA from Henley Business School.

Laura Spear

Defence Science and Technology Laboratory



A Chartered Occupational Psychologist and Associate Fellow of the British Psychological Society, Laura is a Senior Principal Research Psychologist in the Human Sciences Group at the UK Defence Science and Technology Laboratory (Dstl). Following her BSc (Hons) Psychology and MSc in Social and Organisational Psychology at the University of Exeter, Laura has been working at Dstl as a research psychologist in a range of areas of expertise including influencing human behaviour, cyber human factors and Defence Personnel research since 2007. Laura is currently responsible as a Dstl Principal Advisor for Future Workforce and Training research and is the current UK National Lead for the Five Eyes Science and Technology Human Resources Panel.

CONCLUSION

Army Sgt Maj WO1 John Miller



Warrant Officer (Class One) Miller joined the Royal Corps of Signals in 1999. He was Regimental Sergeant Major of 16 Air Assault Brigade Headquarters and Signal Squadron (216) before commissioning in 2021. He has held senior soldier positions at every echelon of the Army. His experience spans both Field Army formations and instructional roles within Standing Joint Command. Operationally, he has deployed to multiple theatres, including the Balkans, Iraq, and multiple tours in Afghanistan. Since April 2021, he has been the Command Sergeant

Major of 1st (United Kingdom) Division and subsequently the Field Army. During this time, he supported the introduction of 'How We Fight 26', the modernisation and lethality transformation plan, and the Army's response to the people challenges of recruitment, retention, and culture. On completion of the Intermediate Command and Staff Course (Land) in March 2025, Warrant Officer (Class One) Miller was appointed as the Army Sergeant Major.

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. He commanded the Grenadier Guards in 2009, promoting to the General Staff four years later. He has commanded at company, battle group, and brigade levels, variously in Northern Ireland, Afghanistan, Iraq, as well as joint command of global operations. On the Staff he has served in brigade, divisional, army and strategic HQs. He was the Deputy Chief of Defence Staff (Military Strategy & Operations) at the MOD from April 2021, during which time he was responsible for advising on and directing new 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 King Charles III, numerous evacuation operations and most recently the Hamas attacks on Israel. In December 2023 it was announced that General Walker was to be appointed as the new Chief of the General Staff, succeeding General Sir Patrick Sanders. He assumed the appointment on 15 June 2024. 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.

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.

As part of the newly formed Leadership, Education and Development Group the 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.

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;
- 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

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. Lloyd is the Director of the CAL Research Institute

Lt Col David Falconer

SO1 Leadership

David has deployed operationally to Northern Ireland, Afghanistan, Nigeria, Falkland Islands and Iraq. He attended Advanced Command Staff Course in 2022 and has recent NATO experience as Chief of Staff to the Joint Operational Command Advisory Team North. Prior to joining the CAL, he commanded the Northumbria Universities' Officer Training Corps 2023-25.



Dr Linda Risso

Senior Researcher

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 (NATO), in Mons, Belgium. She is an expert on European security and defence since 1945. In August 2025, Linda completed the Advance Command Staff Course (Reserves) and was awarded The Haldane Award for the Best Course Member of ACSC(R)16.

Maj Tom Bucknall

SO2 Leadership

Tom is the Chief of Staff at the Centre for Army Leadership. His career has seen him deployed overseas on Close Protection and Plans Officer roles in Africa and the Middle East, whilst domestically he supported the Commonwealth Games, the COVID pandemic and the Ukrainian basic training. His most recent appointments include instructor at the Royal Military Academy Sandhurst and Deputy Commandant at the Defence School of Policing and Security.





WO1 Paul Kennedy

WO1 Leadership

Paul joined the British Army in 2002, training at AFC Harrogate and ITC Catterick before joining 1st Battalion, Royal Anglian Regiment. His regimental service included six deployments to Afghanistan. As RSM of 1 Royal Anglian (2023–2025), he helped lead the unit's restructuring and re-rolling, integrating advanced technology to enhance small light role battlegroup lethality. Paul holds a postgraduate diploma in Strategic Leadership and Management and an MBA from the University of Northampton.



WO2 Ben Page

WO2 Leadership

Ben joined the British Army in 2003, serving with 13 Air Assault Regiment RLC before transferring to 1 Royal Anglian. He has extensive operational experience, including multiple tours in Afghanistan and deployments to Nigeria, Kenya, Brunei, and Israel. A distinguished Platoon Sergeant, instructor, and Company Sergeant Major, he has led on modernising trench warfare tactics.



Lt Col Caroline Constantine

LDA LEDG

Caroline joined CAMUS in 1996. Appointed as a WO1 Bandmaster in 2004, she commissioned into the AGC(ETS) in 2010. After initial tours as an LDO, she has since served in LDA roles including ITG, JITG & Defence Academy, and held Sub-Unit Command. Leaving Regular service in 2020, as a Reservist, Caroline continues to deliver LDA SQEP.

CAL RESEARCH INSTITUTE



The CAL'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.

The Richard Holmes Library

The CAL Leadership Library (The Richard Holmes Library) is open to visitors – military and civilians – working on any leadership-related project.

The collection 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

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.

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

You can read
more about our
Fellows here.



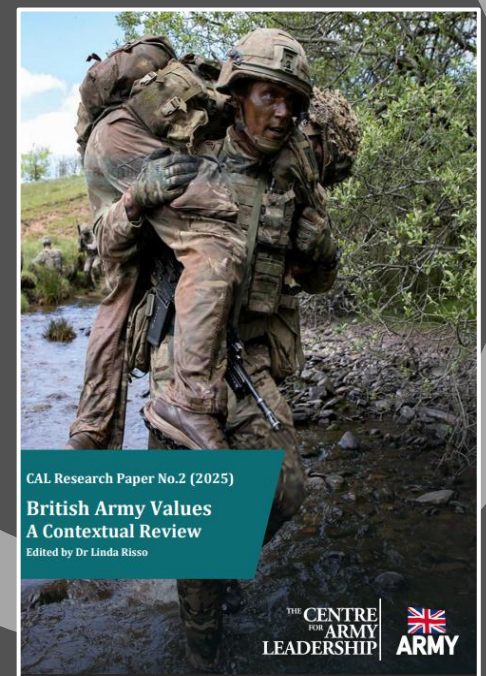
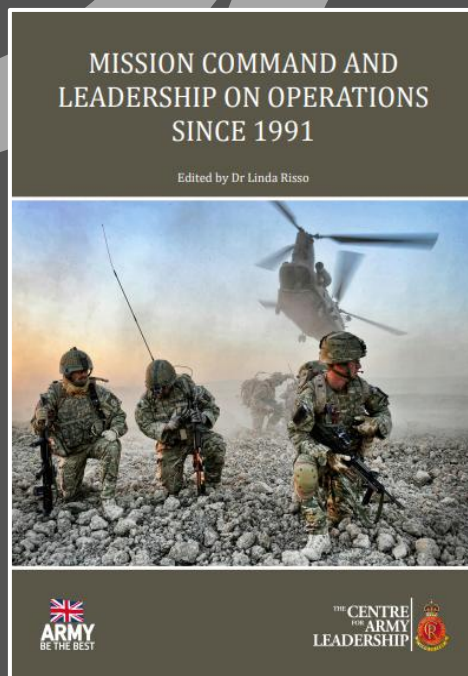
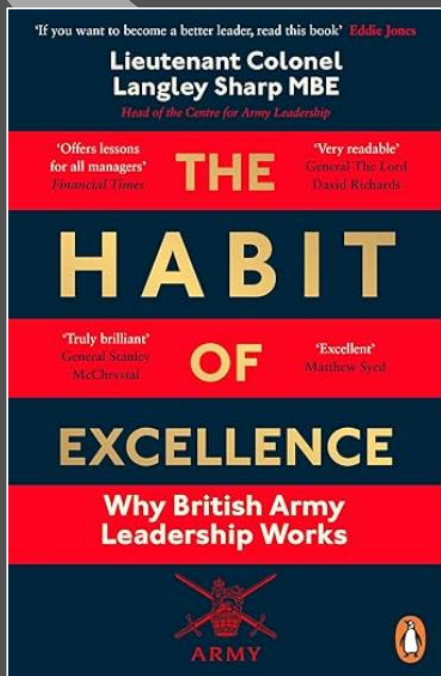
CAL LEADERSHIP INSIGHTS

The CAL publishes the *Leadership Insights*. They 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. Series Editor: Dr Linda Risso.

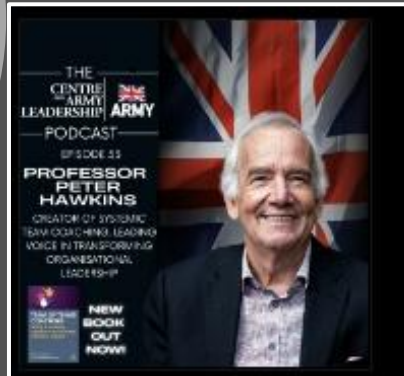
The *Leadership Insights* are available for download from our website.



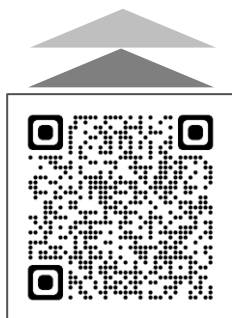
CAL PUBLICATIONS



CAL PODCASTS

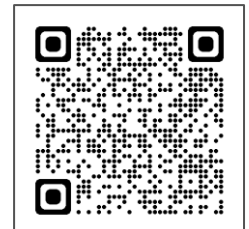


THE CAL PODCAST



With over 1,000 years of leadership experience, from Defence's most senior officers to champions of sport and industry, the CAL 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



Please use this QR code to
sign up to our network.



RESOURCES

*This list of resources has been prepared to offer an introduction to the relationship between leadership and AI, with a particular focus on the Defence context.
This is not an exhaustive list. Last updated on 13 Oct 25.*

Bitesize reads

Bravo, Alejandro. [AI And Leadership Development: Navigating Benefits and Challenges](#). *Forbes*, Oct 24.

Brown, Alan. [The Impact of AI on the Past, Present, and Future of Leadership - Part 1](#). *The Oxford Group* Apr 24.

Brown, Alan. [The impact of AI on leadership - Part 2](#). *The Oxford Group* May 24.

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Cannon, Alexandra. [Navigating the Impact of AI in Leadership](#), Centre for Creative Leadership. Jan 25.

Carter, Jacqueline et al. [Using AI to Make You a More Compassionate Leader](#). *Harvard Business Review*, Feb 25.

Dennison, Kara. [The Impact of Artificial Intelligence on Leadership: How To Leverage AI To Improve Decision-Making](#). *Forbes*, Mar 23.

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Hougaard, Rasmus and Carter, Jacqueline. [How AI Can Make Us Better Leaders](#). *Harvard Business Review*. Jun 24.

Lakhani, Krim R. [AI Won't Replace Humans: But Humans With AI Will Replace Humans Without AI](#) (lecture video), *Harvard Business Review*, Aug 23.

Perrin de Brichambaut, Simon. [The Acceleration of Command and Control Through Artificial Intelligence and its Implications for European Land Forces](#). *Finabel*, Jun 25.

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Adler, Jason N. (Col. US Army). "[Modernizing Military Decision-Making: Integrating AI into Army Planning](#)". *Military Review*. Aug 25.

- Barrett-Taylor, Rupert and Karner, Natasha. [*AI Won't Replace the General: Algorithms, Decision-Making and Battlefield Command*](#). The Alan Turing Institute Research Report (Sep 25).
- Bode, Ingvild et al. "[Ensuring the Exercise of Human Agency in AI-based Military Systems: Concerns Across the Lifecycle](#)". *Ethics and Information Technology* (Oct 25) 27:50.
- Cowls, Josh and Floridi, Luciano. "[Prolegomena to a White Paper on an Ethical Framework for a Good AI Society](#)". Centre for Digital Ethics. Jun 18.
- Defence AI Centre, [*The Defence AI Playbook*](#), Jan 24.
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- IBM, [*Leadership in the Age of AI*](#), Oct 23.
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- Ministry of Defence. [*Ambitious, Safe, Responsible: Our Approach to the Delivery of AI-Enabled Capability in Defence*](#). Jun 22.
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- Peifer, Yannick, et al. "[Artificial Intelligence and its Impact on Leaders and Leadership](#)." *Procedia Computer Science* 200 (2022), pp. 1024-1030.
- Schwarz, Elke. "[Engineering Moral Failure? The Challenges of Algorithmic Ethics for Lethal Autonomous Weapon Systems](#)" in Bächle, Thomas Christian and Bareis, Jascha (eds), *The Realities of Autonomous Weapons*. Bristol University Press, 2025, pp. 232-258.
- Trabucco Lena and Salling Larsen, Esben. [*Artificial Intelligence in Command and Control*](#). DJOF Publishing, Oct 25.
- Van Quaquebeke, Niels and Gerpott, Fabiola H. "[The Now, New, and Next of Digital Leadership: How Artificial Intelligence \(AI\) Will Take Over and](#)

[Change Leadership as We Know It.](#)" Journal of Leadership & Organizational Studies 30/3 (Jun 23).

Verhezen, Peter et al. [Wise Leadership and AI: Why new Intelligence will need new leadership.](#) Amrop, 2018.

Zequeira, Michael (Maj. US Army). "[Artificial Intelligence as a Combat Multiplier: Using AI to Unburden Army staffs](#)". *Military Review*. Sep 24.

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Hougaard, Rasmus and Carter, Jacqueline. *More Human: How the Power of AI Can Transform the Way You Lead*. Harvard Business Review Press, 2025.

King, Anthony. *AI, Automation, and War: The Rise of a Military-Tech Complex*. Princeton University Press, 2025.

Power, Maria and Savin-Baden, Maggi (eds.). *Just War Theory and Artificial Intelligence: Challenges and Consequences*. Routledge, 2026 (in print).

Schraagen, Jan Maarten (ed.). *Responsible Use of AI in Military Systems*. Routledge, 2024.

Training (Modnet only):

[My Digital Skills](#) App

[Defence AI Centre SharePoint](#)

One Big Thing - [AI for All | Defence Learning Environment \(DLE\)](#)

ACKNOWLEDGEMENTS

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

To our sponsors, **Vinci Facilities** and **Akamai Technologies**, for their support.

To the **speakers, moderators, and panellists**. We are grateful for your contributions to the Centre for Army Leadership's research.

To the **NCO Academy** for helping us develop the online activity packs.

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

To our **CAL Activists** and **NCO Academy Champions**, for their contribution to the CAL outputs and to its thinking.

To all the **delegates**, particularly those who travelled from abroad.

To all **units**, for hosting the Leadership and AI conference virtually.





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

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