European

Naval

Academies

Superintendents

Conference

To deliver courageous leaders with the spirit to fight and win

Royal Navy: Britannia Royal Naval College

May 18-19 2021
Virtual Programme

Foreword from:
Admiral Tony Radakin CB ADC
Royal Navy First Sea Lord

It is my pleasure to welcome you to this European Naval Academy Superintendents Conference. This event focuses on two themes of enduring importance for our navies in a changing world: building leadership in our people and building partnership between ourselves.

The Royal Navy places great emphasis on Ethical Leadership and Critical Thinking during its officer training, and we look forward to hearing your thoughts on how these qualities are best developed in young leaders. The experience and knowledge this conference brings together will offer a unique perspective on these issues. I am sure you look forward to the debate.

After a hiatus last year, this conference is also an excellent opportunity to refresh the links between our training establishments and plan for future cooperation.

Despite the challenges of Covid-19, the team at Britannia Royal Navy College have put together an edifying programme of speakers and discussion. I hope you enjoy your virtual meetings and I urge you to make the most of the networking opportunities it affords.

Tony Rada

18 May 2021

Day 1 events

Time (GMT)	Event
1100	Join Conference
1115	Rear Admiral Hally MBE welcome
1130-1145	Capt BRNC introduction
1200-1330	Ethical Leadership
1330-1400	Break
1400-1500	Future Leadership Concept
1510-1550	Sail Training International
1550-1600	Day 1 closing remarks

19 May 2021

Day 2 events

Time (GMT)	Event
1100	Join Conference
1115-1130	Day 2 welcome
1130-1300	Critical thinking
1300-1315	Break
1315-1450	Superintendents update
1500-1515	Senior Officers closing remarks

Syndicates

Syndicate rooms will be used on completion of the Ethical Leadership & Critical Thinking keynote speakers address. Each syndicate room will have a Royal Navy Senior Officer acting as a facilitator, as well as Royal Navy Lieutenant acting as a note taker. Keynote speakers will be moved between syndicates in order to clarify and/or answer any questions you may have regarding their subject. Please find below the syndicates to which the represented superintendents are assigned. The biographies of the syndicate facilitators can be found in the separate biography pack.

Syndicate 1

Cdre Ackland RN

Bulgaria
Denmark
Finland
Poland
Nederlands
Turkey
UK

Syndicate 2

Capt O'Flaherty RN

Belgium
Greece
Ireland
Romania
Spain
Sweden

Syndicate 3

Cdre Nash RN

France
Germany
Italy
Norway
Portugal
Ukraine
US

Breakout Sessions

Ethical Leadership and Critical Thinking, both 90 minute session, will be split with the Key Note Speaker presenting for 45 minutes and break out syndicate discussion and feedback for 45 minutes.

Approximate timings are as follows:

Key Note Speaker - 40-45 minutes.

Breakout rooms - 30-35 minutes.

On completion delegates returned to main Zoom conference room.

Designated syndicate Royal Navy Lieutenant "back brief" on syndicate discussion - 2-3 minutes for each syndicate.

Key Note Speakers final thoughts - 1 minute.

Each syndicate will be presented with 3 questions regarding the topic being presented. These questions will be presented, with amplifying thoughts, by the Key Note Speaker at the end of their respective presentations and expanded on during facilitation. Please find areas to consider on the topics below.

Ethical Leadership

- What does it mean to be an Ethical Leader in your armed service?
- Does Ethical Leadership contribute to operational effectiveness?
- Can Ethical Leadership be developed in the training
- How should ethical failure be addressed?

Critical Thinking

- What parts of your respective training and education programmes develop Critical Thinking?
- What elements of Critical Thinking are most valuable to your personnel in their careers?
- Is Critical Thinking best developed by education or by practical experience?
- What Critical Thinking abilities and skills are well served by your current training and education, where may there be shortfalls?

Ethical Leadership

Dr David Whetham is Professor of Ethics and the Military Profession, in the Defence Studies Department (DSD) of King's College London, based at the Joint Services Command and Staff College at the UK Defence Academy. DSD provides academic support for, amongst others, the Intermediate, Advanced and Higher Staff Courses for British and international officers, across all the services, from the rank of Major up to full Colonel or equivalent. Before joining King's as a permanent member of staff in 2003, David worked as a BBC researcher and with the OSCE in Kosovo, supporting the 2001 and 2002 elections. David's main research interests are focused on the ethical dimensions of warfare, the development of the laws of war and how these ideas are best communicated within professional military education.

He is Director of the King's Centre for Military Ethics, established in 2015 with the aim of conducting research into military ethics in order to develop and promote best practice in its education and application. The Centre is producing blended learning packages to support military ethics education at both the individual and institutional level for global defence and security forces, free at the point of delivery, in order to ensure that this public good is taught and disseminated as widely as possible. In 2020, David was appointed as an Assistant Inspector General of the Australian Defence Force in order to be able to contribute to the Afghanistan Inquiry into allegations of war crimes committed by Special Forces personnel.

Ethical Leadership

Ethics is a philosophical term originating from Greek word "ethos" meaning custom or character. It is concerned with describing and prescribing moral requirements and behaviours, which suggests that there are acceptable and unacceptable ways of behaving that serve as a function of philosophical principles. Ethical behaviour is defined as behaviour which is morally accepted as "good" and "right" as opposed to "bad" or "wrong" in a given situation. Ethics is the code of values and moral principles that guides individual or group behaviour with respect to what is right or wrong. Ethical behaviour is both legally and morally acceptable to the larger community. Ethical dilemmas though, are present in uncertain situations, in which different interests, values, beliefs pertaining to multiple stakeholders are in conflict.

Narrowly, in an organisational context, ethics can be viewed as a frank conversation about those values and issues most important to stakeholders and to daily business. In a way, it is a continuous discovery and reaffirmation and evaluation of own values and principles. Ethical behaviour in organisational context has been most frequently described in terms of ethical standards of senior leaders and the culture to which they substantially contribute.

Ethical leadership is a construct that appears to be ambiguous and includes various diverse elements. Instead of perceiving ethical leadership as preventing people from doing the wrong thing, authors propose that we need to view it as enabling people to do the right thing. An ethical leader is a person living up to principles of conduct that are crucial for him/her. To be an ethical leader one needs to adhere to a more universal standard of moral behaviour. Leading ethically is believed to be a process of inquiry asking questions ab out what is right and what is wrong and a mode of conduct setting the example for followers and others about the rightness or wrongness of particular actions.

Future Leadership

Wing Commander Colin West Royal Air Force served as a staff officer at the UK Permanent Joint Headquarters initially on the Iraq Desk followed by the Afghanistan Operational Team. In command, West led the Puma Helicopter Operational Conversion Unit which trained, developed and mentored ab-intio Puma and refresher aircrew. As a Wing Commander West served as the Air Cell lead within the British Army 1st UK Armoured Division; studied for a MA in Defence Studies at the Joint Services Command and Staff College, Shrivenham; commanded the RAF Benson Operations Wing; and served a tour as part of the RAF Air Mobility Force HQ. Before taking up his current role, he served in the Concepts Division of the UK Development, Concepts and Doctrine Centre at Shrivenham. Colin is married to Jill his interests include fitness, history and skiing. He is currently in his last year of a part time MSc in Defence Leadership.

Future Leadership

A proliferation of unexpected global events over the last decade has challenged us to make sense of such 'unthinkable' episodes and formulate suitable responses. Being complex, ill-defined, improbable to predict and with no definitive formulation with which to answer, these can be considered as wicked problems.

As military leaders, understanding how these events shape our way of thinking is a decisive factor in making that thinking effective. But, as humans, we are hampered by self-deceptive inconsistencies, contradictions and cultural inertia that undermine the ability to rigorously rethink or challenge past leadership practices. As we progress towards the future, elements of our leadership principles of behaviour, culture and organisational structures that once defined excellence may become less relevant or valuable.

Due to the expected future growth and expansion of complexity, it is likely that no single leader will be able to make sense of all its more significant challenges. Thus, there is an urgent need for all leaders within our military organisations to engage and examine all facets of leadership, across all domains, to ensure future leaders are suitably prepared and supported. This publication aims to describe the leadership implications of a future characterised by volatility, uncertainty, complexity, ambiguity and an influx of artificial intelligence-enabled technologies.

Critical Thinking

Dr Tom Chatfield is a British author, tech philosopher and educator. His books exploring contemporary culture—most recently Live This Book! and the best-selling textbook Critical Thinking, researched as a Visiting Associate at the Oxford Internet Institute—are published in over thirty languages.Tom is interested in improving our understanding of digital technology, and its uses in policy, education and engagement. He's particularly interested in the teaching and practice of critical thinking skills, and has worked with schools, universities and companies around their development, as well as creating award-winning online courses for both academic institutions and businesses.

 Tom took his doctorate and taught at St John's College, Oxford, and continues to guest lecture at universities across the world. As a speaker and broadcaster, Tom's appearances include TED Global and the Cannes Lions Festival; authors@Google. His past collaborators include Google, the BBC, Channel 4 Education, Facebook, Mind Candy, Shift, Flamingo London, Six to Start, Preloaded, Firefish, Future Lab, Sense Worldwide, SAGE Publications, Sugru, Facebook and Allianz. Tom took his doctorate and taught at St John's College, Oxford, and continues to guest lecture at universities across the world.

When not working, he plays jazz piano and drinks too much coffee.

Critical Thinking

Critical thinking is self-guided, self-disciplined thinking which attempts to reason at the highest level of quality in a fair-minded way. People who think critically consistently attempt to live rationally, reasonably, empathically. They are keenly aware of the inherently flawed nature of human thinking when left unchecked. They strive to diminish the power of their egocentric and sociocentric tendencies. They use the intellectual tools that critical thinking offers – concepts and principles that enable them to analyse, assess, and improve thinking. They work diligently to develop the intellectual virtues of intellectual integrity, intellectual humility, intellectual civility, intellectual empathy, intellectual sense of justice and confidence in reason.

They realise that no matter how skilled they are as thinkers, they can always improve their reasoning abilities and they will at times fall prey to mistakes in reasoning, human irrationality, prejudices, biases, distortions, uncritically accepted social rules and taboos, self-interest, and vested interest.

They strive to improve the world in whatever ways they can and contribute to a more rational, civilised society. At the same time, they recognise the complexities often inherent in doing so. They avoid thinking simplistically about complicated issues and strive to appropriately consider the rights and needs of relevant others. They recognise the complexities in developing as thinkers and commit themselves to life-long practice toward self-improvement. They embody the Socratic principle: The unexamined life is not worth living, because they realise that many unexamined lives together result in an uncritical, unjust, dangerous world.

Sail Training International

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Sail Training International is a not-for-profit organisation that arranges The Tall Ships Races and Regattas. The main races are annual events aimed at young people (16-25 years old) taking place in European waters over the summer months. The Tall Ships Races and Regattas typically attract up to 100 sail training vessels, providing an opportunity for the young trainee crews to mix with their contemporaries from other nations and to visit new countries. We say that our events teach young people life skills and that they learn something about sailing as a by-product! Our unique time correction factor allows competitive racing throughout the fleet with Class A Tall Ships lining up against Class B and Classes C and D . We are always delighted to welcome entries from Naval sail training vessels of all classes from countries around the world. The colour and pageantry provided by a military vessel makes a very special contribution to our events.

Zoom links

Notes:

- For the duration of this conference European and US Zoom servers will be used exclusively.
- On entry attendees are requested for their name to be in a Rank-Name-Country format. Example - Captain Roger Readwin (UK).
- Links will also be sent in E-mail to the attendees respective point of contact.
- It is recommended that attendees join via Zoom desktop client in order to attain full Zoom functionality.

Monday 17 May 2021
1400-1500 (GMT)

Communication check - Opportunity for attendees to ensure they have the required Zoom set up for conference attendance.

Link

Tuesday 18 May 2021
1100-1600 (GMT)

Conference day one in accordance with promulgated programme.

Link

Wednesday 19 May 2021
1100-1515 (GMT)

Conference day two in accordance with promulgated programme.

Link