

### Module description

<b>Country</b> Any	<b>Institution</b> Any	<b>Module</b> <b>Leadership &amp; Agility in Complex Environments</b>	<b>Amount of ECTS</b> <b>2</b>
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<b>Level</b> <b>Senior cadets</b>	<p align="center"><b>Minimum Qualification for Lecturers</b></p> <ul style="list-style-type: none"> <li>• <b>University Teachers:</b> <ul style="list-style-type: none"> <li>○ English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2,</li> <li>○ Scholars in Leadership and related fields (e.g. sociology, psychology, philosophy, etc.)</li> </ul> </li> <li>• <b>Officers:</b> <ul style="list-style-type: none"> <li>○ English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 3,</li> <li>○ Leaders or Commanders in their Branches.</li> </ul> </li> </ul>
<b>All services</b>	
<b>Language</b> <b>English</b>	

<p align="center"><b>Prerequisites for international participants</b></p> <ul style="list-style-type: none"> <li>• English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2,</li> <li>• At least 2 years of national military education,</li> <li>• Good knowledge about their Armed Forces and current military duties outside their country and missions abroad. They are willing to discuss their opinions with other people.</li> </ul>	<p align="center"><b>Goals of the Module</b></p> <ol style="list-style-type: none"> <li>1. The goal is to enhance a common understanding by young officers of the essential functions and workings of Leadership and Ethics, with special reference to the military.</li> <li>2. This common understanding should in the long term enhance the young officer's confidence in conducting military operations in national and international environment and in interacting with the broader social context.</li> <li>3. This module is also intended to foster self-development in young officers. The self-development consists of individual study, research, professional reading, practice and self-assessment.</li> </ol>
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> <li>• Knows the main aspects of the modern warfare and tactics and subsequently being able to organise the work of the unit;</li> <li>• Has the necessary knowledge for continuing his/her education through lifelong learning process ;</li> <li>• Knows adequately the basics of job-related risks which are necessary to work and is ready to undertake the responsibilities of the profession of arms through:             <ul style="list-style-type: none"> <li>➤ Fundamentals of Complexity and Chaos Theory – application to Strategic Leadership;</li> <li>➤ Fundamentals of Primal Leadership, focusing on small group dynamics and ethics;</li> <li>➤ Cognitive models for understanding Strategic Leadership in VUCAR (Volatile, Uncertain, Complex, Ambiguous, Rapidly changing) environments ;</li> <li>➤ Anthropological interpretation of Leadership through relationships with own experience ;</li> <li>➤ Leadership styles and studies;</li> <li>➤ Fundamental roles of communication in organizations ;</li> <li>➤ Understanding and using the concept of Mission and Vision;</li> <li>➤ Real world cases;</li> <li>➤ Concept generation;</li> <li>➤ Peer-grading;</li> <li>➤ Experience-based outdoor activities;</li> <li>➤ NGOs/GOs and their tasks;</li> <li>➤ ROE.</li> </ul> </li> </ul>
	Skills	<ul style="list-style-type: none"> <li>• Conducts a sound military decision making process-MDMP- adapted to his service or/and branch, to find suitable solution in a complex and potentially dangerous environment;</li> <li>• Is capable of managing complex professional activities or projects;</li> <li>• Manages the information available, being able to make interdisciplinary connections and develops systematic approaches through:             <ul style="list-style-type: none"> <li>➤ Understanding Organizations Through modern Complexity and Chaos Theory ;</li> <li>➤ Knowing about leadership levels;</li> <li>➤ Working effectively in Military Organizations ;</li> <li>➤ Real time team documents writing;</li> <li>➤ Mentoring in Military environment ;</li> <li>➤ Understanding and successfully accomplishing experience-based outdoor training.</li> </ul> </li> </ul>

Competences	<ul style="list-style-type: none"><li>• Is capable of making decisions in an unpredictable, potentially life-threatening operating environment;</li><li>• Demonstrates ability to optimise human potential;</li><li>• Is able to deal with different people in learning and working communities and other groups and networks, taking account of communal and ethical considerations through:<ul style="list-style-type: none"><li>➤ Understanding applications and limitations of afore mentioned theories in military environment</li><li>➤ Accomplishing daily mission providing purpose, direction, and motivation</li><li>➤ Being able to take the role of Mentor strengthening individual values and commitment to the Service in order to bolster organizational productivity and growth</li><li>➤ Discovering “hidden strengths” and gaining higher levels of confidence, self-esteem and teamwork skills</li><li>➤ Getting the message across</li></ul></li></ul>
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<b>Verification of learning outcomes</b>	
<ul style="list-style-type: none"> <li>• Observation:                             <ul style="list-style-type: none"> <li>○ During the whole course trainees will be observed and evaluated while performing each activity.</li> </ul> </li> <li>• Final exam:                             <ul style="list-style-type: none"> <li>○ On the last day of the course trainees have to absolve a multiple choice final examination.</li> </ul> </li> <li>• Final grade:                             <ul style="list-style-type: none"> <li>○ Weighted average score of:                                     <ul style="list-style-type: none"> <li>➤ Best practice' s paper <b>(40%)</b>.</li> <li>➤ Scenario evaluation <b>(30%)</b>;</li> <li>➤ Final test <b>(30%)</b>.</li> </ul> </li> </ul> </li> </ul>	

Course Details

<b>Topic</b>		<b>Working Hours (WH)</b>	<b>Details</b>
Best Practices document writing		15	<ul style="list-style-type: none"> <li>• Research work <b>(WH 10)</b></li> <li>• Study periods <b>(WH 2)</b></li> <li>• Executing the task <b>(WH 3)</b>.</li> </ul>
<b>Leadership Activities</b>	Experience-based outdoor training	15	<ul style="list-style-type: none"> <li>• Leading a group.</li> <li>• Execution of Decision Making Process (DMP) of small group level.</li> <li>• Issuing and implementation of orders.</li> <li>• writing reports</li> </ul>
	Best Practices	3	<ul style="list-style-type: none"> <li>• Oral presentations of best graded Leadership paper with discussion</li> </ul>
	Syndicate Work	9	<ul style="list-style-type: none"> <li>• Exchange views, thoughts</li> <li>• Learn from others</li> <li>• Real time cooperative document writing</li> </ul>
<b>Leadership conceptual framework</b>	Lessons	12	<ul style="list-style-type: none"> <li>• Small group Leadership</li> <li>• Ethics</li> <li>• Strategic Leadership</li> <li>• Large Organization Leadership</li> <li>• Complexity Framework</li> <li>• Leadership models</li> </ul>
	Learning outcomes and final remarks	2	<ul style="list-style-type: none"> <li>• Open discussion</li> </ul>
<b>Total</b>		<b>56</b>	