



Accademia Aeronautica

Il Generale Comandante

Pozzuoli, 17.8.2015

Carissimo Gaetano,

per dare seguito al nostro gradito ultimo incontro, rinnovo con piacere l'invito alla seconda edizione dell'European Common Module denominato "Leadership and Agility in Complex Environments".

Come anticipato l'invito riguarda la partecipazione di Tuo studenti, nel numero indicativo di sei, ad un modulo di Formazione Integrata da svolgersi presso le strutture dell'Accademia Aeronautica.

Il modulo di formazione alla Leadership sarà interamente svolto in lingua inglese nei giorni dal 4 al 10 ottobre p.v. Ad esso parteciperanno cadetti di varie nazioni europee unitamente a cadetti dell'Accademia Militare di Modena e del nostro Istituto di formazione.

Il corso tende alla comprensione e all'interiorizzazione dei concetti fondamentali della leadership attraverso una coinvolgente attività concettuale ed esperienziale che spinga i frequentatori a conseguire in gruppo obiettivi utili e consistenti.

Nel corso del modulo i Tuo studenti alloggeranno all'interno dell'Accademia Aeronautica e nei giorni di arrivo e partenza è previsto un servizio di navetta fra il nostro Istituto, la Stazione Centrale e l'Aeroporto di Capodichino.

La compilazione del programma di dettaglio del modulo è in fase avanzata ma siamo assolutamente disponibili a ricevere eventuali specifiche esigenze formative che vorrai rappresentare.

Ti allego copia della lettera di invito avanzata alle Accademie Europee e la scheda del modulo di formazione depositata presso l'European Security & Defence College (ESDC).

Per gli elementi di dettaglio i Tuoi collaboratori potranno riferirsi a:

- **Ten. Col. Carmine SQUEGLIA** – Capo Dipartimento Rapporti con l'Università;

e-mail: carmine.squeglia@aeronautica.difesa.it;


Telefono: 0817355237.

- **Dott.ssa Monica FRONZA** – Capo Nucleo Relazioni Esterne e Internazionali;

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Telefono: 0817355160.

Un caro saluto e arrivederci presto!



(Gen. S.A. Fernando GIANCOTTI)

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Prof.  
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# ITALIAN AIR FORCE ACADEMY

## POZZUOLI – NAPLES

Dear Commandant,

The Italian Air Force Academy is organizing for the second time (from 5<sup>th</sup> to 9<sup>th</sup> October 2015) the innovative educational module entitled “**Leadership and Agility in Complex Environments**”. The aim will be to promote the understanding, implementing and future self-development of leadership capabilities through conceptual and practical activities.

Qualified military officers, university professors and talented speakers will use a holistic approach to guarantee participants a sound grasp of an effective “transformational” Leadership, and cognitive primers to the development and self-development of strategic leadership skills.

Teamwork and group discussions will be fostered in order to enhance a Leadership-oriented mindset and ethical behaviours. The learning-by-doing method will play an important role in all educational activities.

Moreover, concept generation through exchange of ideas, relations, transactions, networking, and cultural cross-pollination will be systematically promoted to provide a deeper and richer learning experience.

We are convinced that, with the active contribution of all the participants, we will be able to set up a suitable learning environment, building deeper awareness of fundamental concepts, improved skills, and the competences essential for the future development of tomorrow’s leaders.

For further details and administrative information, please see the relevant enclosures.

Looking forward to welcoming your participants.

The Commandant

(Lieutenant General Fernando GIANCOTTI)

Attachments:

- Module description;
- Administrative information;
- Application form.



**Module description**

|                       |                           |                                                                          |                                   |
|-----------------------|---------------------------|--------------------------------------------------------------------------|-----------------------------------|
| <b>Country</b><br>Any | <b>Institution</b><br>Any | <b>Module</b><br><b>Leadership &amp; Agility in Complex Environments</b> | <b>Amount of ECTS</b><br><b>2</b> |
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| <b>Level</b><br><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><br><b>English</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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| <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| 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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| Verification of learning outcomes |                                                                                                                                                                                   |
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| • Observation:                    | ○ During the whole course trainees will be observed and evaluated while performing each activity.                                                                                 |
| • Final exam:                     | ○ On the last day of the course trainees have to absolve a multiple choice final examination.                                                                                     |
| • Final grade:                    | ○ Weighted average score of: <ul style="list-style-type: none"> <li>➤ Best practice' s paper (40%).</li> <li>➤ Scenario evaluation (30%);</li> <li>➤ Final test (30%).</li> </ul> |

Course Details

| Topic                               |                                   | Working Hours (WH) | Details                                                                                                                                                                                                                            |
|-------------------------------------|-----------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Best Practices document writing     |                                   | 15                 | <ul style="list-style-type: none"> <li>• Research work (WH 10)</li> <li>• Study periods (WH 2)</li> <li>• Executing the task (WH 3).</li> </ul>                                                                                    |
| Leadership Activities               | 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>                                                                        |
| Leadership conceptual framework     | 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>          |                                                                                                                                                                                                                                    |