



Norwegian Naval Academy

"Bachelor in military studies and leadership"



Leadership development

Magellan 2009



Spectre of roles



Multi nasjonalitet i operasjoner
 Cooperation with authorities & organizations
 Langsiktig planlegging kombinert med stadig
 endrede betingelser
 Kunne håndtere store informasjonsmengder
 Operere i et utvidet konfliktspektrum
 Krav til analyse og struktur i akutte situasjoner
 Increased uncertainty about extent of tasks
 Independence and initiative

What does this require of education and training?

The need to simulate war



- Friction
- Uncertainty
- Dynamic conditions
- Caos
- Complexity
- Fear
- The human factor



We need officers,
men and an organization
that is capable of
overcoming and
utilizing complexity and Caos

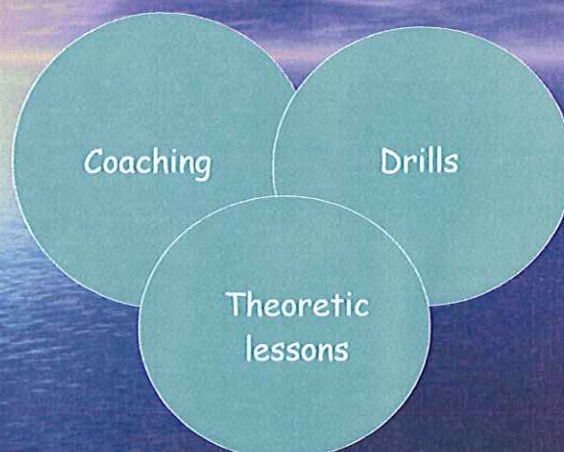
Why does the Academy use a
nearly 100 year old
Sailing ship?

Why the Statsraad Lehmkuhl ?



- Everything is connected, this becomes evident
- on a sailing vessel with 22 sails and more than 265 lines
- Everyone is dependent on each other and consequences are
- immediate, clear and brutal
- Cadets are not exposed to modern technology
the person and his/her abilities become exposed
- 10 weeks in hammocks in close quarters
- No place to run and hide, we avoid making the exercise
«a happening»
- Focus on leadership development over time, with the same
personnel in the same type of environment as after the
training voyage.

... in addition the «Statsraad Lehmkuhl»
gives us a unique teaching environment

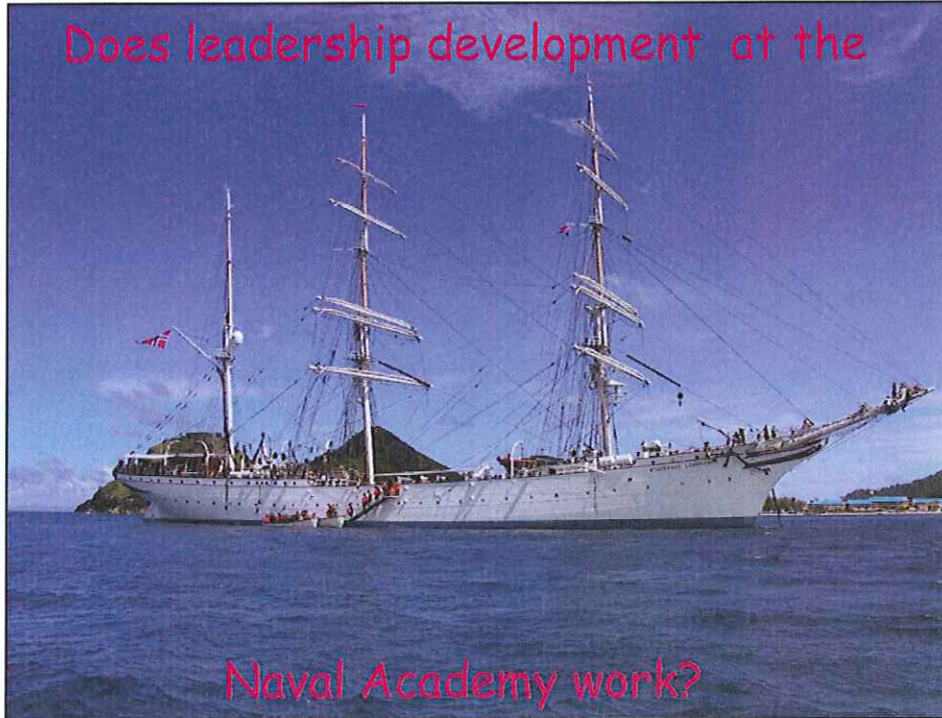


... combining unique
teaching methods



This represents the Academy's
Uniqueness and strength....!!!

Does leadership development at the



Naval Academy work?

Positive experiences so far

- True complexity
- Social bonding
- Diversity
- Stress factors over time: boredom, sleep deprivation
- Demand for teamwork
- Many leader roles
- Clear consequences in the event of failure
- Seamanship
- Team spirit
- Maritime identity
- Exposure to diverse cultures
- Safety attitude vs risk
- Academic challenge



Conclusions drawn /lessons learned



- Training must be given over a long time span to achieve the development of skills.
- Initial motivation will deteriorate through long exposure and personal character becomes more predictive in relation to effort.
- Obligations to fellow team members must be strong.
- Structured and predictable training obstructs development.

Will Magellan 2009 be The best training voyage ever?

Realistic and demanding (Complexity)

Consequences

Measuring progress (and effort)

Feedback on processes and results

Action plans ----improvement

What does it take?

Space to act (trial and error)

Within the limitations of:

Safety

Effectivity

"order"

Our main challenges continue to be....



- To create the freedom to act through mission, intent and end-state.
- Avoid «stealing» the training arena from those who must excell as leaders.

How to create the freedom to act



Realistic challenges
Level-based training
Clearly defined limitations
Strict achievement goals

Create motivation and the spirit to lead.



Monotony and continuous routine is a natural consequence of being at sea and serves as a beneficial test of patience in training.

Unnecessary monotony can be damaging.

