



## **Program and abstracts**

**13<sup>th</sup> Biennial conference of ERGOMAS  
To be held at The Open University of Israel,  
Ra'anana, Israel**

**8 – 12 June 2015**

**Program  
Program per day**

## Keynote Address by James Burk

James Burk, president and chair of the Inter-University Seminar on Armed Forces and Society, will deliver the keynote address, entitled *The Defense of Freedom When Justifying War*.



# **ERGOMAS Young Scholars Program**

## **Organizer: Eyal Ben-Ari**

Monday 8 June 2015  
Ayala House, Tel Aviv

### **09.00-09.30: Coffee and Welcome**

### **09.30-11.00: Politics, Policy, and Science**

Rebecca Schiff - The importance of theory, fieldwork, and foreign policy

Rene Moelker - Scylla and Charybdis revisited: Sailing in between political controversy, media, and scientific truth finding

### **11.00-11.30: Coffee Break**

### **11.30-13.00: Between the Military and Academia**

Kobi Michael - The move from practice to academia

Ander Sookermany - Becoming a military scholar – What the textbook doesn't tell you!

### **13.00-14.00: Lunch**

### **14.00-15.30: Academic Practices**

Tibor Svirzcev Tresch - The value of scientific associations and international conferences

Eyal Ben-Ari - Publishing articles, books, and other texts

Gabriel (Gabi) Sheffer-How and when to propose the publication of a manuscript

### **15.30-16.00: Coffee Break**

### **16.00-17.30: Careers and Careering**

Erik Hedlund - "From innocent to less innocent"

Joe Soeters - Learning the trade: Learning to use the full toolbox

Overview Program					
	Monday 8 June	Tuesday 9 June	Wednesday 10 June	Thursday 11 June	Friday 12 June
<b>09.30 – 10.00</b>		Registration and Coffee	Coffee	Coffee	Coffee
<b>10.00 – 11.30</b>	Young Scholars Workshop (Ayala House, Tel Aviv)	Plenary Opening and Welcome <b>Keynote Address by James Burk: The Defense of Freedom When Justifying War</b>	Plenary Panel <b>Military Organizations and Families in Transition</b>	Parallel Sessions 5 Morale, Cohesion, and Leadership Military Profession Recruitment and Retention The Blurring of Military and Police Roles	Parallel Sessions 6 Violence and the Military Morale, Cohesion, and Leadership Warriors in Peacekeeping
<b>11.30 – 12.00</b>		Coffee break	Coffee break	<b>11.30-12.00</b> Lunch	Coffee break
<b>12.00 – 13.30</b>		Plenary Panel Key Issues Facing the Militaries of the Industrial Democracies: Axis of Conflict and Cooperation	Parallel Sessions 3 Morale, Cohesion, and Leadership Military Profession Civilian Control of the Military Veterans in the Military	<b>12.15</b> Bus to Jerusalem	Parallel Sessions 7 Military Profession Recruitment and Retention Military Conflict Management and Peace Economics
<b>13.30 – 14.30</b>		Lunch	Lunch	<b>13.00 – 19.30</b> Trip to Jerusalem	Lunch
<b>14.30 – 16.00</b>		Parallel Sessions 1 Morale, Cohesion, and Leadership Public Opinion, Mass Media, and the Military Gender and the Military Military Profession Violence and the Military	Parallel Sessions 4 Morale, Cohesion, and Leadership Gender and the Military Military Profession Public Opinion, Mass Media, and the Military		<b>End of conference</b>
<b>16.00 – 16.30</b>		Coffee Break	Coffee break		
<b>16.30 – 18.00</b>		Parallel Sessions 2 Civilian Control of the Military Warriors in Peacekeeping Recruitment and Retention Veterans and Society Military Families	Business Meeting and Awards ceremony		
	<b>20.30 – 22.00</b> Welcome Reception (Rooftop Cinema Hotel, Tel Aviv)		<b>18.00 – 19.00</b> RC01 Business Meeting	<b>20.00 –</b> Farewell Dinner (Jerusalem)	

## Tuesday 9 June

**09.30 –** Registration and Coffee

**10.00**

**10.00 –** Plenary Opening and

**11.30** Welcome

**11.30 –** Coffee Break

**12.00**

**12.00 –** Plenary Panel – Key Issues Facing the Militaries of the Industrial Democracies: Axis of Conflict and Cooperation

**13.30**

Chair: Eyal Ben-Ari

1. Irina Goldenberg, Joseph Soeters, Tomas Jermalavicius, René Klein, & Yantsislav Yanakiev
2. Manon Andres & René Moelker
3. Nina Hellum
4. Eugenio Cusumano
5. Erella Grassiani

**13.30 –** Lunch

**14.30**

### Parallel Sessions 1

**14.30 –** Morale, Cohesion, and  
**16.00** Leadership

1. Erik Hedlund
2. Aya Dolev
3. Tone Danielsen
4. S. Dalenberg

Public Opinion, Mass  
Media, and the Military

1. Meytal Eran-Jona & Roni Tiargan-Orr
2. Dotan Aviram & Roni Tiargan-Orr
3. Shira Rivnai Bahir & Rinat Moshe
4. Lars Wikman
5. Sabrina Pfister & Tibor Szvircsev Tresch

Gender and the Military

1. Emma Jonsson & Johan Österberg
2. Nina Rones
3. Marten Meijer & Rodney De Vries
4. Yael Topel

Military Profession

1. Vilhelm S. Holsting
2. Jennifer Dybman
3. Jakob Rømer Barford
4. Tamir Libel

Violence and the Military

1. George Kaffes
2. Uzi Ben-Shalom
3. Pauline Collins
4. Marc-André Boisvert

**16.00 –** Coffee Break

**16.30**

### Parallel Sessions 2

**16.30 –** Civilian Control of the  
**18.00** Military

1. Kobi Michael
2. Barbara Jankowski
3. Rebecca Schiff
4. Meytal Eran-Jona & Eyal Ben-Ari

Warriors in Peacekeeping

1. Rebecca Sutton
2. Tomáš Kučera
3. Lisa Karlborg
4. Blaise Nkfunkoh Ndamnsah
5. Jenni Keskinen

Recruitment and Retention

1. Hubert Annen, Philippe Goldammer, & Tibor Szvircsev Tresch
2. Johan Österberg & Emma Jonsson
3. Mika Penttinen
4. Tibor Szvircsev Tresch

Veterans and Society

1. Jacco Duel
2. E. Koren, R. Dekel, & M. Sher-Dotan
3. Tiia-Triin Truusa
4. Marcin Sińczuch & Katarzyna Groniek

Military Families

1. Rachael Gribble
2. Fatima Farina

## Wednesday 10 June

**09.30 –** Coffee  
**10.00**

**10.00 –** Plenary Panel – Military Families Book discussion: Military Families and War in the 21<sup>st</sup> Century  
**11.30** René Moelker & Manon Andres, discussants and contributors

**11.30 –** Coffee Break  
**12.00**

### Parallel Sessions 3

<b>12.00 –</b> <b>13.30</b>	Morale, Cohesion, & Leadership	Military Profession	Civilian Control of the Military	Veterans in the Military
	1. Manon Andres & Joseph Soeters 2. Jaap Reijling & Joseph Soeters 3. Johan Österberg & Eva Johansson 4. Rebecca Schiff	1. Dana Grosswirth Kachtan 2. Eraldo Olivetta 3. Morten Brænder	1. Philip Lorenz 2. David Kuehn & Aurel Croissant 3. Rosaria Puglisi 4. Marwa Maziad & Amr Yossef	1. Angela Campos 2. Elin Gustavsen 3. Yvon de Reuver 4. Jacco Duel

**13.30 –** Lunch  
**14.30**

### Parallel Sessions 4

<b>14.30 –</b> <b>16.00</b>	Morale, Cohesion, & Leadership	Gender and the Military	Military Profession	Public Opinion, Mass Media, and the Military
	1. Elisheva Rosman 2. Eyal Lewin 3. Magdalena Baran-Wojtachnio & Michał Weseliński	1. Orna Sasson-levy & Edna Lomsky-Feder 2. Tair Karazi-Presler 3. Orna Sasson-levy & Edna Lomsky-Feder 4. Erica Weiss	1. Uzi Ben-Shalom 2. Motty Safrai 3. Jurate Novagrockiene	1. Heiko Biehl 2. Glen Segell 3. Thomas Ferst & Tibor Szvircsev Tresch 4. Marten Meijer 5. Justyna Branicka

**16.00 –** Coffee Break  
**16.30**

**16.30 –** Business Meeting and  
**18.00** Awards Ceremony

**18.00 –** Research Committee on  
**19.00** Armed Forces and  
Conflict Resolution  
(RC01) Business Meeting

**Thursday 11 June**

**09.30 –** Coffee

**10.00**

**Parallel Sessions 5**

**10.00 –** Morale, Cohesion, and Leadership

**11.30**

1. Agniete Zotkeviciute
2. Liesbeth Gulpers
3. Bendik Baasland

Military Profession

1. Marién Durán & Rafael Martínez
2. Blaise Nkfunkoh Ndamnsah
3. Ausra Kaminskaite
4. Marenne Jansen

Recruitment and Retention

1. Meidad Avidar & Shira Rivnai-Bahir
2. Meidad Avidar
3. Tibor Szvircev Tresch, Evgenije Sokoli, & Can Nakkas

The Blurring of Military and Police Roles

1. Peter Neuteboom & Joseph Soeters
2. Yizhaq Benbenisty & Gil Luria

**11.30 –** Lunch

**12.00**

**12.15** Bus to Jerusalem

**13.00 –** Trip to Jerusalem

**19.30**

**20.00 –** Farewell Dinner and Greetings

**22.00**

by Professor Jacob (Kobi) Metzer, President, The Open University of Israel (Jerusalem)

## Friday 12 June

09.30 – Coffee

10.00

### Parallel Sessions 6

10.00 – Violence and the Military

11.30

1. Lars Wikman
2. Wout Jansen & Joseph Soeters
3. Jack J. Porter

Morale, Cohesion, and Leadership

1. Marcus Börjesson, Linda-Marie Lundqvist, Johan Österberg, & Ann Enander
2. Carmit Padan
3. Anders McDonald Sookermany, Gunnar Breivik, & Trond Sveta Sand
4. Trond Sveta Sand, Anders McDonald Sookermany, & Gunnar Breivik
5. Gunnar Breivik, Anders McDonald Sookermany, & Trond Sveta Sand

Warriors in Peacekeeping

1. Wendy Broesder, Tessa op den Buijs, Irina Goldenberg, Deplhine Resteigne, & Tomas Jermalavicius
2. René Moelker
3. Rialize Ferreira
4. Nina Leonhard
5. Henrik Agardh-Twetman

11.30 – Coffee

12.00

### Parallel Sessions 7

12.00 – Military Profession (Panel)

13.30

Chair: Giuseppe Caforio

Recruitment and Retention

1. Johan Österberg & Evan Johansson
2. Chariklia Höfig
3. Igor Petrovic, Bert Klandermans, & Jacquélien van Stekelenburg
4. Siniša Tatalović & Ružica Jakešević

Military Conflict

Management and Peace

Economics

1. Hermann Jung
2. Frenkel Michal

13.30 – Lunch

14.30

14.30 END OF CONFERENCE

# Program per day

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## Monday 8 June

10.00 – 18.00 Students workshop (Ayala House, Tel Aviv)

20.30 – 22.00 Welcome reception (Rooftop Cinema Hotel, Tel Aviv) Tuesday 9 June

09.30 – 10.00 Registration and coffee

10.00 – 11.30 Plenary Opening and Welcome

**Keynote Address by James Burk: The Defense of Freedom When Justifying War**

11.30 – 12.00 Coffee break

12.00 – 13.30 **PLENARY PANEL**

**Key Issues Facing the Militaries of the Industrial Democracies: Axis of Conflict and Cooperation**

Chair: Eyal Ben-Ari (feba@netvision.net.il)

1. Irina Goldenberg (Defence Research and Development Canada, Irina.Goldenberg@forces.gc.ca), Joseph Soeters (Netherlands Defence Academy), Tomas Jermalavicius, (International Centre for Defence Studies, Estonia), René Klein (Bundeswehr Operations Command) & Yantsislav Yanakiev (Director of Defense Advanced Research Institute)  
*Military-civilian personnel collaboration in a multinational operational context*
2. Manon Andres & René Moelker (Netherlands Defence Academy, md.andres@mindef.nl, rene\_moelker@yahoo.com)  
*Separated by the sea*
3. Nina Hellum (Norwegian Defence Research Establishment, nina.hellum@ffi.no)  
*Exposure towards the opposite sex reduces stereotypical biases*
4. Eugenio Cusumano (International Relations at the University of Leide, e.cusumano@hum.leidenuniv.nl)  
*Service cultures and the outsourcing of US military support*
5. Erella Grassiani (Department of Human Geography, Planning and International Development Studies, University of Amsterdam, E.Grassiani@uva.nl)  
*Moral othering at the checkpoint: The case of Israeli soldiers and Palestinian civilians*

13.30 – 14.30 Lunch

## 14.30 – 16.00 PARALLEL SESSIONS 1

### **Morale, Cohesion, and Leadership**

1. Erik Hedlund (Swedish National Defence College, Erik.Hedlund@fhs.se )  
*Team learning in a multinational military staff exercise*
2. Aya Dolev (Behavioral Sciences Research Section, Home Front Command, IDF, aya.dolev@gmail.com)  
*Leadership patterns in a changing organization*
3. Tone Danielsen (Norwegian Defence Research Establishment, FFI, Tone.Danielsen@ffi.no)  
*'The Seaman's Council' –A SOFish way of making decisions*
4. S. Dalenberg (Netherlands Defence Academy, S.Dalenberg.01@mindef.nl)  
*Effects of officer initiation on leadership development*

### **Public Opinion, Mass Media, and the Military**

1. Meytal Eran-Jona & Roni Tiargan-Orr (Behavioral Sciences Center, IDF, meytalej@gmail.com, orroni6@gmail.com)  
*The Israeli public's perception of the IDF during military confrontations and routine*
2. Dotan Aviram & Roni Tiargan-Orr (Behavioral Sciences Center, IDF, orroni6@gmail.com, dotan.aviram@gmail.com)  
*Parallel conflicts: Operation "Pillar of Defense" as reflected in public opinion of Palestinians and Israelis*
3. Shira Rivnai Bahir & Rinat Moshe (shira.rivnai@mail.huji.ac.il, rinat\_guy@walla.com)  
*The social perspective in the current warfare: Analyzing "Operation Pillar of Defense" ("Amud Anan") and "Operation Protective Edge" ("Tzuk Eytan")*
4. Lars Wikman (Department of Security, Strategy and Leadership, National Defense College, lars.wikman@statsvet.uu.se)  
*Weathering the storm of domestic politics: The permeability of citizens' sentiments on decisions on the use of force*
5. Sabrina Pfister & Tibor Szvircsev Tresch (Swiss Military Academy at the ETH, Sabrina.Pfister@vtg.admin.ch)  
*Mass Communication: Where get journalists their information about security?*

### **Gender and the Military**

1. Emma Jonsson & Johan Österberg (Department of Security, Strategy and Leadership, Swedish Defence University, emma.jonsson@fhs.se, johan.osterberg@fhs.se)  
*Effective recruitment of women—Developing a new method*
2. Nina Rones (The Norwegian Defence Research Establishment, Nina.Rones@ffi.no)  
*What is at stake in the social struggle over who should be allowed in the military profession/field?*
3. Marten Meijer (NATO Strategic Communication Consultant, Dr.marten.meijer@gmail.com) & Rodney De Vries (Netherlands Ministry of Defense, r.d.vries.12@mindef.nl)  
*Women in dangerous jobs: How the weak beat the strong*
4. Yael Topel (Tel Aviv University & IDF, yaeltopel@gmail.com)  
*The 'other' in the male discourse: Power in talks about sexual harassment among military men*

### **Military Profession**

1. Vilhelm S. Holsting (Institute of Leadership & Organization Royal Danish Defence Academy, vilhelm.holsting@gmail.com)  
*The transformation of commandship in Denmark: From domestic patriarchy to an adaptive projective arrangement*
2. Jennifer Dybman (Institute for Strategic Research, IRSEM, jenniferdybman@yahoo.fr)  
*Influence operations: The evolution of the French army's doctrine and training*
3. Jakob Rømer Barfod (Royal Danish Army & Institute of Leadership and Organization, Royal Danish Defence Academy, ilo-29@fak.dk)  
*Military leadership with an operational effect in asymmetric operations—A new military leadership training concept for a new world*
4. Tamir Libel (Centre for War Studies, School of History and Archives, University College Dublin, tamirlibel2@gmail.com)  
*Soldiers/scholars: National defence universities and the construction of European military culture*

### **Violence and the Military**

1. George Kaffes (luce@otenet.gr)  
*Sociology of terrorism: The Herostratus syndrome*
2. Uzi Ben-Shalom (Department of Sociology and Anthropology , Ariel University, Uzibs@ariel.ac.il)  
*Sense making during combat – A grounded theory*
3. Pauline Collins (School of Law and Justice, University of Southern Queensland, collins@usq.edu.au)  
*The value of Respect: Internal military investigations, civilian responses and civil-military relations*
4. Marc-André Boisvert (University of East Anglia, M.Boisvert@uea.ac.uk)  
*Outsourcing violence: the impact of pro-government militias to fight insurgents in Mali since 2012*

**16.00 – 16.00 Coffee break**

### **16.30 – 18.00 PARALLEL SESSIONS 2**

#### **Civilian Control of the Military**

1. Kobi Michael (Department of Middle Eastern Studies and Political Science, Ariel University & Institute for National Strategic Studies, kobimichael24@gmail.com)  
*Coping with terror: A learning challenge of the civil and military echelons in a democratic state*
2. Barbara Jankowski (Institute for Strategic Research, French Ministry of Defence, barbara.jankowski@defense.gouv.fr)  
*Recent evolution of the relations between civilian authorities and generals at the political-military level*
3. Rebecca Schiff (rschiff1@msn.com)  
*Civil-military relations in Pakistan and Israel: a U.S. foreign policy assessment*
4. Meytal Eran-Jona (Behavioral Sciences Center, IDF, meytalej@gmail.com) & Eyal Ben-Ari (feba@netvision.net.il)  
*Military relations with local civilians: Multiple logics and organizational transitions*

### **Warriors in Peacekeeping**

1. Rebecca Sutton (London School of Economics and Political Science, rebecca.a.sutton@gmail.com)  
*Civil-military relations in the context of United Nations integration policy*
2. Tomáš Kučera (Department of International Relations, Institute of Political Studies, Charles University in Prague, tomas.kucera@fsv.cuni.cz)  
*Towards a humanitarian military ethic: Moral autonomy, integrity and obligations in the British and German armed forces*
3. Lisa Karlborg (Department of Peace and Conflict Research, Uppsala University, lisa.karlborg@pcr.uu.se)  
*Humanized warriors: The impact of population-centric warfare on soldiers' perceptions of duty toward host citizens*
4. Blaise Nkfunkoh Ndamnsah (Defence studies, University of Ljubljana, ndam\_blaise@yahoo.co.uk)  
*Cameroonian Forces combating terrorism, case of Boku Haram, cultural and military lessons learned*
5. Jenni Keskinen (Finnish Defence Research Agency, jenni.keskinen@mil.fi)  
*Why to deploy? Bridging motivation and well-being in studying deployment related experiences*

### **Recruitment and Retention**

1. Hubert Annen, Philippe Goldammer & Tibor Szvircsev Tresch (Swiss Military Academy, ETH, hubert.annen@vtg.admin.ch , tszv@zugernet.ch)  
*Longitudinal effects of OCB on cadre selection and pursuing a career as militia cadre in the Swiss Armed Forces*
2. Johan Österberg & Emma Jonsson (Department of Security, Strategy and Leadership, Swedish Defence University, johan.osterberg@fhs.se , Emma.Jonsson@fhs.se)  
*Officer recruitment to the Swedish Armed Forces—A critical issue*
3. Mika Penttinen (Finnish National Defence University, mika.penttinen@mil.fi)  
*The success of tomorrow is based on actions of today*
4. Tibor Szvircsev Tresch (Swiss Military Academy at the ETH, tszv@zugernet.ch)  
*Do you pursue an officer career?*

### **Veterans and Society**

1. Jacco Duel (Netherlands Veterans Institute, j.duel@veteraneninstituut.nl)  
*The long-term consequences of military deployments for veterans: The correlates of impaired subjective well-being due to military deployment*
2. E. Koren, R. Dekel & M. Sher-Dotan (M. Bar-Ilan University, ellakoren@biu.013.net.il, Ela.Koren@biu.ac.il)  
*Female veterans have disabilities too!*
3. Tiia-Triin Truusa (Center of Excellence for Strategic Sustainability, tiia-triin.truusa@ut.ee)  
*Supporting the troops: The effects of Estonia's veterans policy*
4. Marcin Sińczuch & Katarzyna Gronek (Military Center for Civic Education, Ministry of National Defence, m.sinczuch@wp.mil.pl, k.gronek@wp.mil.pl)  
*Soldiers as Veterans – Social support for the former participants of missions abroad*

## **Military Families**

1. Rachael Gribble (King's Centre for Military Health Research, King's College London, rachael.gribble@kcl.ac.uk)  
*What's it like being the partner of someone in the military? Impact on wellbeing of UK women*
2. Fatima Farina (Department Economics Society Politics, University of Urbino Carlo Bo, fatima.farina@uniurb.it)  
*Once upon a time.... From the soldier wife's to the wife soldier: The transition in the Italian armed forces*

## **Wednesday 10 June**

**09.30 – 10.00 Coffee**

**10.00 – 11.30**

### **Plenary Panel – Military Families Book discussion: Military Families and War in the 21<sup>st</sup> Century**

René Moelker & Manon Andres (Netherlands Defence Academy, md.andres@mindef.nl, rene\_moelker@yahoo.com), discussants and contributors

**11.30 – 12.00 Coffee break**

### **12.00 – 13.30 PARALLEL SESSION 3**

#### **Morale, Cohesion, and Leadership**

1. Manon Andres & Joseph Soeters (Netherlands Defence Academy, MD.Andres@mindef.nl, jmml.soeters@mindef.nl)  
*Civilian-military work relations in the Netherlands defence organization*
2. Jaap Reijling & Joseph Soeters (Netherlands Defence Academy, jmml.soeters@mindef.nl)  
Interplay between military and civilian personnel in the Netherlands ministry of defence:  
*Implications for organizational change*
3. Johan Österberg & Eva Johansson (Swedish National Defence College, Johan.Osterberg@fhs.se, Eva.Johansson@fhs.se)  
*Preliminary results of the Swedish military-civilian personnel survey*
4. Rebecca Schiff (rschiff1@msn.com)  
*Military-civilian personnel relations: A concordance theory perspective*

#### **Military Profession**

1. Dana Grosswirth Kachtan (The Open University of Israel, danakc@openu.ac.il)  
*The military in the service of the labor market—Exchanging military social and cultural capital into civilian labor market*
2. Eraldo Olivetta (Department of Economics and Social Sciences, Mathematics and Statistics, University of Torino, eraldo.olivetta@unito.it)  
*Leadership, morale and cohesion: What should be changed?*

3. Morten Brænder (Department of Political Science, Aarhus University, mortenb@ps.au.dk)  
*Beyond I/O – The societal consequences of excitement motivation*

### **Civilian Control of the Military**

#### **Panel Title: Civilian Control of the Military in Authoritarian and Post-Authoritarian Nations**

1. Philip Lorenz (Institute of Political Science, Heidelberg University, philip.lorenz@ipw.uni-heidelberg.de)  
*NGOs and institutional reform in Indonesia's new democracy*
2. David Kuehn & Aurel Croissant (Institute of Political Science, Heidelberg University)  
*Establishing civilian control of the military in new democracies: Evidence from the third wave of democratization*
3. Rosaria Puglisi (Istituto Affari Internazionali, Rosariap@yahoo.com)  
*Citizens' vs civilian control of the security sector in post-Maidan Ukraine*
4. Marwa Maziad & Amr Yossef (amr.yossef@aucegypt.edu)  
*A military regime? Reconsidering Egyptian civil-military relations*

### **Veterans in the Military**

Panels - TBD

1. Angela Campos (Centre for Life History and Life Writing Research, School of Media, Film and Music, University of Sussex, adcf20@sussex.ac.uk)  
*We were thrown into the rubbish bin of history: A dialogue with veterans of the Portuguese colonial war (1961 – 1974)*
2. Elin Gustavsen (Norwegian Institute for Defence Studies, egustavsen@ifs.mil.no)  
*The veteran experience from a spousal perspective*
3. Yvon de Reuver (Netherlands Veterans Institute, y.dereuver@veteraneninstituut.nl)  
*How bonding among veterans influences the experience of social recognition*
4. Jacco Duel (Netherlands Veterans Institute, j.duel@veteraneninstituut.nl)  
*Looking back on the mission: What makes veterans longing for their past mission(s)?*

**13.30 – 14.30 Lunch**

**14.30 – 16.00 PARALLEL SESSIONS 4**

### **Morale, Cohesion, and Leadership**

1. Elisheva Rosman (Department of Political Studies, Bar Ilan University, Elisheva.rosman-stollman@biu.ac.il)  
*Identities we think we have—Why the military might help build nations in their own mind*
2. Eyal Lewin (The Association of Civil-Military Studies in Israel, Ariel University, lewin1212@gmail.com)  
*The importance of national ethos in military victories*
3. Magdalena Baran-Wojtachnio & Michał Weseliński (Military Centre for Civic Education, Military Office of Social Research, m.weselinski@wp.mil.pl)  
*Social diversity in the armed forces: On the soldiers' attitude towards differences*

### **Gender and the Military**

1. Orna Sasson-levy (Bar Ilan University, orna.sasson\_levy@biu.ac.il) & Edna Lomsky-Feder (Hebrew University, edna.lomsky-feder@mail.huji.ac.il)  
*Military service and shaping women's emotions*
2. Tair Karazi-Presler (Department of Sociology and Anthropology, The Hebrew University of Jerusalem, tair.karazi-pres@mail.huji.ac.il)  
*Between empowerment and shame: Retrospective view of power among women military officers*
3. Orna Sasson-levy (Bar Ilan University, orna.sasson\_levy@biu.ac.il) & Edna Lomsky-Feder (Hebrew University, edna.lomsky-feder@mail.huji.ac.il)  
*Gray areas of sexual harassment: Managing emotions and maintaining gender power relations in the military*
4. Erica Weiss (Tel Aviv University, weiss.eric@gmail.com)  
*Feminized Emotions or Feminist Emotions? Shaping women's resistance to militarism in Israel*

### **Military Profession**

1. Uzi Ben-Shalom (Ariel University, Department of Sociology and Anthropology, Uzibs@ariel.ac.il)  
*Changes in training for the military profession in Israel – The case study of the Tactical Command College*
2. Motty Safrai (motty.ariella@gmail.com)  
*The IDF permanent corps: The volunteer iceberg of "the people's army"*
3. Jurate Novagrockiene (Military Academy of Lithuania; Jurate.Novagrockiene@tspmi.vu.lt)  
*Is the Army a mirror of intolerance and discrimination in society: Case of Lithuania*

### **Public Opinion, Mass Media, and the Military**

1. Heiko Biehl –Leitender (Wissenschaftlicher Direktor, HeikoBiehl@bundeswehr.org)  
*Support our troops! Who does and why?*
2. Glen Segell (glen@segell.com)  
*Public opinion, mass media and the new Iraq army*
3. Thomas Ferst & Tibor Szvircsev Tresch (Swiss Military Academy at the ETH, Thomas.ferst@vtg.admin.ch & Tibor.szvircsev@vtg.admin.ch)  
*Threat perception in the Swiss population*
4. Marten Meijer (North Atlantic Treaty Organization, Joint Warfare Center Stavanger, marten.meijer@jwc.nato.int)  
*Strategic communication in a military alliance*
5. Justyna Branicka (jubranicka@gmail.com)  
*Public perception of army vs image and prestige of the military profession*

**16.00 – 16.30 Coffee break**

**16.30 – 18.00 Business meeting and awards ceremony**

**18.00 – 19.00 Research Committee on Armed Forces and Conflict Resolution (RC01) Business Meeting**

## **Thursday 11 June**

**09.30 – 10.00 Coffee**

### **10.00 – 11.30 PARALLEL SESSIONS 5**

#### **Morale, Cohesion, & Leadership**

1. Agniete Zotkeviciute (General Jonas Zemaitis Military Academy of Lithuania, agniete.zotkeviciute@mil.lt)  
*The manifestation of cultural awareness of military personnel participating in international operations: A case study of the Lithuanian armed forces*
2. Liesbeth Gulpers (Radboud University, Nijmegen Institute for Management Research, l.gulpers@fm.ru.nl)  
*Organizing for moral excellence in the military: A theoretical exploration and demonstration through casuistry*
3. Bendik Baasland (Norwegian Defence University College, bendik.baasland@nih.no)  
*Living with killing*

#### **Military Profession**

1. Marién Durán (Universidad de Granada, mduranc@ugr.es) & Rafael Martínez (Universidad de Barcelona)  
*Spanish officer and commander in asymmetric warfare operations*
2. Blaise Nkfunkoh Ndamnsah (Defence Studies, University of Ljubljana, ndam\_blaise@yahoo.co.uk)  
*Diversity and cultural issues in multinational collaborations: Case of the Italian-Slovenian-Hungarian EU's-battle group*
3. Ausra Kaminskaite (auskami@mikrovisata.net)  
*Asymmetric warfare learned lessons from the field experience of Lithuania military personnel*
4. Marenne Jansen (Radbout University, m.jansen@fm.ru.nl)  
*An empirical study on military leadership education at the RNLMA*

#### **Recruitment and Retention**

1. Meidad Avidar & Shira Rivnai-Bahir (Behavioral Sciences Center, IDF, Shira.rivnai@mail.huji.ac.il, meidadr@gmail.com)  
*Israeli youth's perceptions of the IDF and conscription to compulsory service*
2. Meidad Avidar (Behavioral Sciences Center, Meidadr@gmail.com)

*Technician service experiences in Israeli army: A multi-level sociological contracts*

3. Tibor Szvircsev Tresch, Evgjenije Sokoli & Can Nakkas (Swiss Military Academy at the ETH, tszv@zugernet.ch)

*Integration of cultural minorities into the Swiss Armed Forces: Differences between soldiers with and without immigrant background*

#### **The Blurring of Military and Police Roles**

1. Peter Neuteboom & Joseph Soeters (JMML.Soeters@mindef.nl)  
*Beyond borders: The role of the NL Army in public security during crisis management operations*
2. Yizhaq Benbenisty (Haifa University & IDF, itsik.benbenisty@gmail.com) & Gil Luria (Haifa University)  
*Managing sensemaking: Sensebreaking and Sensegiving in military units during policing missions*

**11.30 – 12.00 Lunch**

**12.15 Bus to Jerusalem for Trip to Jerusalem**

**20.00 Farewell dinner in Jerusalem and Greetings by The Open University's President**

## **Friday 12 June**

**09.30 – 10.00 Coffee**

**10.00 – 11.30 PARALLEL SESSIONS 6**

#### **Violence and the Military**

1. Lars Wikman (Department of Government, Uppsala University & Department of Security, Strategy and Leadership, National Defense College, lars.wikman@statsvet.uu.se)  
*War with the Taliban or rebuilding a nation in need? Influences on Dutch public support for the military involvement in Afghanistan*
2. Wout Jansen & Joseph Soeters (JMML.Soeters@mindef.nl)  
*Dutch Forward Air Controllers in Afghanistan: Aspects of teamwork, courage, targeting, decisiveness and... people getting killed*
3. Jack J. Porter (Department of Political Science, The Citadel, Porterj1@citadel.edu)  
*Neo-traditionalist civil-military relations in the Afghan National Armed Forces: The lingering impact of tradition in the new democratic army*

#### **Morale, Cohesion, & Leadership**

1. Marcus Börjesson, Linda-Marie Lundqvist, Johan Österberg & Ann Enander (Swedish National Defence College, Marcus.Borjesson@fhs.se)  
*Military work in extreme settings—Challenges for the leader, the group and the individual*
2. Carmit Padan (Department of Sociology and Anthropology, Institute for National Strategic Studies, Hebrew University of Jerusalem, padan23@gmail.com)  
*Social construction in crisis situations: Commanders as reality constructor*

3. Anders McDonald Sookermany, Gunnar Breivik & Trond Svella Sand (Norwegian Defence University College, Norwegian School of Sport Sciences – Defence Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)  
*Learning under risk: A project studying soldiers' learning before, during and after military operations*
4. Trond Svella Sand, Anders McDonald Sookermany & Gunnar Breivik (Norwegian Defence University College, Norwegian School of Sport Sciences – Defence Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)  
*Research on military personnel in dangerous contexts: Risk-taking attitudes and behaviors*
5. Gunnar Breivik, Anders McDonald Sookermany & Trond Svella Sand (Norwegian Defence University College, Norwegian School of Sport Sciences – Defence Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)  
*Risk-taking attitudes in the Norwegian population: Any consequences for the armed forces?*

### **Warriors in Peacekeeping**

1. Wendy Broesder (Netherlands Defence Academy, wa.broesder@hotmail.com), Tessa op den Buijs (Netherlands Defence Academy, TP.od.Buijs@mindef.nl), Irina Goldenberg (Defence Research and Defence Canada), Delphine Resteigne (Royal Military Academy Belgium) & Tomas Jermalavicius (International Centre for Defence Studies)  
*Different countries, different soldiers? A comparative study of military role identity of Dutch, Canadian, Belgian and Estonian soldiers*
2. René Moelker (Netherlands Defense Academy, Rene\_moelker@yahoo.com)  
*In SHAPE we trust*
3. Rialize Ferreira (Department of Sociology, University of South Africa, rializeferreira@gmail.com)  
*Diversity and cultural issues in multinational collaborations*
4. Nina Leonhard (Führungsakademie der Bundeswehr, leonhardnina@fueakbw.de) & Maren Tomforde (Department of Anthropology, Macquarie University, marentomforde@suedsinn.de)  
*Generation "Einsatz" and cultural change: The impact of ISAF on the German armed forces*
5. Henrik Agardh-Twetman (Oxford Research AB, henrik.twetman@oxfordresearch.se)  
*Soldiers and locals: Identity formation in Swedish soldiers in relation to the local population of Afghanistan*

**11.30 – 12.00 Coffee break**

**12.00 – 13.30 PARALLEL SESSIONS 7**

### **Military Profession**

Chair: Giuseppe Caforio (gcaforio@fastwebnet.it)

*This panel is a round table with the participation of all the researchers who are carrying out the research "Officer and Commander". Its purpose is to analyze and compare the data collected in each country in the empirical research on the field and to program the further development of the research.*

### **Recruitment and Retention**

1. Johan Österberg & Eva Johansson (Department of Security, Strategy and Leadership, Swedish Defence University, johan.osterberg@fhs.se, Eva.Johansson@fhs.se)  
*Preparatory military training—Recruitment of ethnic cultural minorities to the Swedish Armed Forces*
2. Chariklia Höfig (Zentrum für Militärgeschichte und Sozialwissenschaften der Bundeswehr, CharikliaHoefig@bundeswehr.org)  
*Work-life (in)compatibility in the German Armed Forces*
3. Igor Petrovic, Bert Klandermans & Jacquélien van Stekelenburg (Department of Sociology, VU University, i.petrovic@vu.nl)  
*Dealing with austerity measures within Dutch Armed forces*
4. Siniša Tatalović & Ružica Jakešević (Faculty of Political Science, University of Zagreb, rjakesevic@fpzg.hr)  
*Legal framework for the inclusion of ethnic minorities into the Croatian armed forces*

### **Military Conflict Management and Peace Economics**

1. Hermann Jung (gabihe@a1.net)  
*Competitive diplomacy versus proactive military crisis resolution policies*
2. Frenkel Michal (Behavioral Sciences Centre, IDF, michalfrenkel1@gmail.com)  
*Let me take you down (sizing) lane... –Analytical downsizing model in light of IDF's current multi-year plan*

**13.30 – 14.30 Lunch**

**14.30 END OF CONFERENCE**

# Abstracts

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## Monday 8 June

10.00 – 18.00 Students workshop (Ayala House, Tel Aviv)

20.30 – 22.00 Welcome reception (Rooftop Cinema Hotel, Tel Aviv)

## Tuesday 9 June

09.30 – 10.00 Registration and coffee

10.00 – 11.30 Plenary Opening and Welcome

11.30 – 12.00 Coffee break

12.00 – 13.30 **PLENARY PANEL**

**Key Issues Facing the Militaries of the Industrial Democracies: Axis of Conflict and Cooperation**

**Chair: Eyal Ben-Ari (feba@netvision.net.il)**

1. **Irina Goldenberg (Defence Research and Development Canada, Irina.Goldenberg@forces.gc.ca), Joseph Soeters (Netherlands Defence Academy), Tomas Jermalavicius, (International Centre for Defence Studies, Estonia), René Klein (Bundeswehr Operations Command) & Yantsislav Yanakiev (Director of Defense Advanced Research Institute)**

***Military-civilian personnel collaboration in a multinational operational context***

The personnel compositions of defence organizations are unique – comprised of integrated military and civilian workforces who, although often working closely together (e.g., at headquarters, on bases, on operations, in military educational institutions), are governed by different personnel management systems and have very distinct cultures. These factors can affect the nature of collaboration between these two groups, and ultimately influence both employee well-being and organizational effectiveness. Recognizing the gap in empirical research on this fundamental issue, the NATO Science and Technology Human Factors and Medicine panel (HFM) Research Task Group (RTG) entitled Civilian and Military Personnel Work Culture and Relations in Defence Organizations (HFM RTG-226) was established to identify cultural, organizational, and personnel management factors critical to effective cooperation between military and civilian personnel working within defence establishments. Although the program of research of this RTG is mainly focused on military-civilian personnel collaboration within national defence organizations, the research presented herein focuses on an exploratory extension in a multinational operational context. In particular, a field study at NATO Kosovo

Headquarters was conducted focusing on military-civilian collaboration in multinational/operational contexts. Eighteen interviews were conducted with KFOR personnel in senior/leadership roles, as well as others with specific insight on the issue of military-civilian collaboration (e.g., civilian human resources manager). Preliminary findings are presented, along with recommendations for facilitating military-civilian personnel collaboration in operational contexts.

**2. Manon Andres & René Moelker (Netherlands Defence Academy, md.andres@mindef.nl, rene\_moelker@yahoo.com)**

***Separated by the sea***

Perhaps even more than other military personnel, Navy personnel and their families face the challenges of managing frequent and often prolonged family separations. We present the first findings of the study conducted among deployed Navy personnel and spouses. The study focuses on work and family experiences, role salience, the work-family interface and work and family outcomes. We also examine the role of communication and support. We are interested in the differences between different types of families.

**3. Nina Hellum (Norwegian Defence Research Establishment, nina.hellum@ffi.no)**

***Exposure towards the opposite sex reduces stereotypical biases***

In the Norwegian army, many male and female conscript soldiers (voluntarily) share rooms in the barracks. How does this affect the mechanisms and the balance between the sexes? This study was conducted on the basis of fieldwork and participant observation in two different battalions in Northern Norway. The method consisted of formal interviews and informal conversations with conscripted soldiers and some of their officers. They describe their own perceptions of mixed rooms, sexual challenges, and on occasion, an abrasive masculinity culture. The title of the report, "Make-up-crap all over the sink", illustrates that certain conflicts of interest can occur between soldiers of opposite sexes in the military. The organisation appears to be dominated by a masculine culture that brands female qualities as anomalies and unsuited for military purposes. We illustrate how the introduction of mixed rooms seems to diminish gender differences, and thereby prejudices between male and female soldiers. Our research shows that frequent and intimate exposure in many cases leads to family-like relationships, which again reduces sexual tension between roommates of the opposite sex. It also seems to diminish the traditional, stereotyped male hegemony. Our conclusion is that frequent exposure towards something unknown will change a person's perception in a more positive way.

**4. Eugenio Cusumano (International Relations at the University of Leide, e.cusumano@hum.leidenuniv.nl)**

***Service cultures and the outsourcing of US military support***

My previous research has noted that differences in military organizational cultures help explain variance in the use of private military and security companies (PMSCs) across military organizations. Scholarship on military culture, however, has emphasized the distinctiveness of service cultures and their impact on doctrinal developments and operational conduct. By analyzing the case of the US military, this paper investigates whether and to what extent different service cultures explain

support for and variance in the use of PMSCs within military organizations, thereby contributing to the literature on both the privatization of security and military culture.

**5. Erella Grassiani (Department of Human Geography, Planning and International Development Studies, University of Amsterdam, E.Grassiani@uva.nl)**

***Moral othering at the checkpoint: The case of Israeli soldiers and Palestinian civilians***

In many ways the Palestinian civilian is the ultimate or significant 'other' for the Israeli soldier serving in the OPT (Occupied Palestinian Territories). (S)he is the one who will be stopped, checked, controlled, and at times arrested. (S)he is the one who negotiates, pleads, begs and sometimes curses the soldier. This other represents, among other things, disorder for the soldiers. (S)he becomes the 'face' of the hardship, the frustration, anger, doubt and boredom the soldiers associate with their work within a military occupation. To regain a sense of order, control and normalcy soldiers construct the military checkpoint as a 'moral geography' (Matless, 1997) where the Palestinian is actively 'othered'. In this paper I will explore how moral boundaries are drawn along these physical borders in a landscape of conflict, while not losing site of the symbolic meaning of this border. I will do this by exploring the way Palestinians are made into a moral other by Israeli soldiers, in an effort to create a certain sense of order at the checkpoint. I will first discuss the checkpoint as a site of 'moral geography' that enhances and legitimizes these processes of othering that I will explore next. Finally, I will discuss the way Palestinians are made into a moral other, while tracing this back to a moral discourse that is geared to establish a 'normalized' self.

**13.30 – 14.30 Lunch**

**14.30 – 16.00 PARALLEL SESSIONS 1**

**MORALE, COHESION, AND LEADERSHIP**

**1. Erik Hedlund (Swedish National Defence College, Erik.Hedlund@fhs.se)**

***Team learning in a multinational military staff exercise***

Military cooperation in multinational operations has become one of the main tasks for the Swedish Armed Forces. To develop and enhance necessary working knowledge and skills, the Swedish Armed Forces and Swedish National Defence College organize annual international staff exercises with the purpose of teaching and training officers to carry out effective staff work. The aim of this explorative case study was to test if a revised version of Amy Edmondson's team learning model is useful to gain a better understanding of team learning within a military staff exercise. The study shows that the added variable, 'cohesion' contributed with insight on how the section commander uses task cohesion to create psychological safety, and the added variable, 'defensive routines' provided knowledge of what can inhibit good team learning behaviors. Most important is that a good team leader uses a variety of coaching methods to facilitate successful team learning.

2. **Aya Dolev (Behavioral Sciences Research Section, Home Front Command, IDF, aya.dolev@gmail.com)**

***Leadership patterns in a changing organization***

The current study examines military leadership from the unique angle of the intersection of three central constructs: changing occupational structures and mechanisms, the commander–subordinate relationship, and commander's leadership style. Over the last two decades, there have been major changes in the IDF's professional service structure, which is undergoing a gradual shift from what Moskos (1977, 1986) termed an institutional model to an occupational one. As part of these changes, job security has decreased and created growing diversity between the various service career paths. As a result, commanders have to accommodate to the new occupational model, as well as to the command and management of a broader range of service routes among their subordinates. Different styles of leadership, developed by commanders in order to deal with these challenges created by the new structure, were examined in this study using a qualitative research method that included interviews with IDF commanders. The interviews focused on the relationships between the commanders and their subordinates, and on dilemmas, challenges, and solutions used by the commanders. Analysis of the interviews revealed four major command patterns/ styles, which can be considered prototypes of leadership styles: systemic, personal, harmonic, and professional. Finally, the data also demonstrated that all the commanders, in every prototype presented, experienced some shift in leadership. This shift can be described as moving along an axis from conservation concepts drawn from classic military leadership, to the creation of new leadership styles and tools, drawn from other domains and adjusted to the current structure.

3. **Tone Danielsen (Norwegian Defence Research Establishment, FFI, Tone.Danielsen@ffi.no)**  
***'The Seaman's Council' – A SOF way of making decisions***

The Norwegian Naval Special Operations Forces Commando has what locally is called matrosråd – Seamen's Council. This is the unit's traditional and egalitarian way of discussing, voting, and making decisions. The aim with a council is to make sense of the unexpected and reach a collective decision. Seamen's Councils were part of mission planning as well as everyday life, conducted formally and informally at all levels in the unit. 'We do it to make sure we don't jump to conclusions, but take all factors into consideration', the operators explained. Other SOF units have similar practises; the SAS calls it 'Chinese Parliament'. Seamen's Council was a change of pace – from the hierarchical structure to egalitarianism. This social practice made a room for everyone to raise their voice and talk freely. The team gathered in a circle, started to talk until they had talked things through, voted for a decision, and then everybody went back to their ordinary positions or roles. The main purpose with Seamen Councils was the operational effects; creative thinking and to avoid groupthink. The same procedures and discussion techniques were used in both everyday issues and mission planning. This paper will ethnographically describe and discuss how leadership practices in the unit were connected with their other social practises – everyday practices and combat practices were nested.

4. **S. Dalenberg (Netherlands Defence Academy, S.Dalenberg.01@mindef.nl)**  
***Effects of officer initiation on leadership development***

Military socialization and character building at officer academies often also involves leadership development. To assess the effects of initiation rites on leadership behaviour we measured transformational, transactional, ethical and situational leadership behaviour at three times during the first six weeks of the officer education at the Royal Netherlands Military Academy. In 2012 and 2013 in total 353 cadets participated in a self-report questionnaire, 162 of them

participated in all three times (at organizational entry, after military introduction and after cadets' corps initiation). Results indicate that military introduction stimulates participative leadership whereas the cadet's corps introduction improves the effectiveness of directive leadership behaviour but decreases the effectiveness of participant leadership behaviour. Ethical guidance seems to be stimulated by the cadet's corps initiation. Both periods stimulate a hands-on attitude as Laissez Faire is fairly eliminated as leadership style. Overall the officer initiation period seems to be beneficial for the development of (parts of) transformational leadership.

## **PUBLIC OPINION, MASS MEDIA, AND THE MILITARY**

- 1. Meytal Eran-Jona & Roni Tiargan-Orr (Behavioral Sciences Center, IDF, meytalej@gmail.com, orroni6@gmail.com)**

### ***The Israeli public's perception of the IDF during military confrontations and routine***

This paper attempts to shed light on Israel's civil-military relations by employing the public's trust in the Israel Defense Forces as a key parameter. The study is based on a series of public opinion polls conducted between 2001 and 2010, during military confrontations and periods of relative quiet. The findings show that despite increased criticism towards the IDF and claims by researchers, the Jewish-Israeli public's trust in the IDF remains very high and stable and strengthens significantly when the cannons start to roar. We also found a fixed pattern of change in public opinion during low intensive conflicts. In comparative perspective, the findings suggest that the "rally 'round the flag" effect is relevant in the Israeli case both in conventional war and limited conflicts. Moreover, our finding indicates that the public's trust in the army is not a uniform perception, but complex and may have different, sometimes conflicting, faces.

- 2. Dotan Aviram & Roni Tiargan-Orr (Behavioral Sciences Center, IDF, orroni6@gmail.com, dotan.aviram@gmail.com)**

### ***Parallel conflicts: Operation "Pillar of Defense" as reflected in public opinion of Palestinians and Israelis***

Operation "Pillar of Defense" was a limited military conflict between Israel and Hamas, which took place from the November 14th to 21st 2012. During and before the operation, the Palestinian authority took diplomatic initiatives in order to gain an Observer State status at the UN (approved at 29th November 2012). The current paper is a case study that compares between the reflection of the conflict in the Israeli and Palestinian public opinion and its implications.

Method: This study is based on the findings of public opinion surveys conducted in the Palestinian arena (the West Bank & Gaza Strip) by Palestinian research institutes, before and after the operation; and public opinion surveys conducted by the Behavioral Sciences Department of the IDF among Jewish Israelis - before, during and after the operation. Although the paper does not show a direct comparison between the perceptions of Palestinians and Israelis, examining the narratives and the trends of opinions that arise from the surveys presents an interesting picture.

Key Findings: Palestinian public opinion: Immediately after the operation, the combination of the two events – the military conflict and the Palestinian's acceptance as an Observer State at the UN - was perceived as a victory in Palestinian public opinion. During the operation and immediately after it ended, the Palestinian public was flooded with emotions which can be described as "euphoria". Those feelings were accompanied by changes in attitudes regarding the conflict with Israel (characterized mainly by radicalization). However, it was evident that

these perceptions were maintained only in the short term. After a few months the perceptions returned to those that characterize routine periods.

Israeli public opinion: In the Israeli public's eyes, the operation's results can be interpreted as "sufficient" at the very least, regarding the expectations from the operation and its stated goals. During and after the operation, the Israeli public expressed a strong trust in the IDF professional capabilities and actions, emphasizing the perception of the military activity as a success. The findings indicate that the operation had no significant effect (positive or negative) on the general feelings (mood and concerns) of the Israeli public.

The findings raise several issues related to the "consciousness" or "perceptions" of the public in the context of limited military conflict: evaluating the results of the conflict in the eyes of relevant target audiences, the meaning of the lack of compatibility in evaluating the results of the conflict by the fighting parties, the rapid change in perceptions of the effects of the conflict, the perceptions on both sides about the conflict's goals and its implications.

**3. Shira Rivnai Bahir & Rinat Moshe (shira.rivnai@mail.huji.ac.il, rinat\_guy@walla.com)**  
***The social perspective in the current warfare: Analyzing "Operation Pillar of Defense" ("Amud Anan") and "Operation Protective Edge" ("Tzuk Eytan")***

The evolving character of conflict over the last decade, challenges the Israeli society traditional concepts of warfare. Moreover, this configuration of warfare highlights the alteration in the characteristics of the warfare, including the shift from what we call "Traditional War" to "New War". Our study examines the consequence of those characteristics on the Israeli society perceptions and on the civil- military relations. Using discourse analysis methodology, our study examines the media discourse during "Operation Pillar of Defense" ("Amud Anan") and "Operation Protective Edge" ("Tzuk Eytan"), Israel Defense Forces (IDF) operations in the Hamas-governed Gaza Strip, launched on 2012 and 2014. This examination enables us to underline a new range of paradigms and frameworks evolved in the Israeli society. Those paradigms are reflected in the way the war events are understood and interpreted. More importantly, Operation "Protective Edge", which took place two years after the Operation "Pillar of Defense", demonstrates the duality. This duality results from the simultaneous coextends of two different social sets of paradigms in relation to military operation - the New and the Traditional war. The last Operation, demonstrated that Israeli society does not necessarily perceive the feasibility of new warfare, involving reduced of achievements accomplishments in a relatively short time span. In other words, our findings indicate that there is a gap between the rationalistic understanding of conflicts, characteristics and emotional perceptive which causes Rally 'Round the Flag' effect and anticipations for unequivocal triumph.

**4. Lars Wikman (Department of Security, Strategy and Leadership, National Defense College, lars.wikman@statsvet.uu.se)**  
***Weathering the storm of domestic politics: The permeability of citizens' sentiments on decisions on the use of force***

The influence of the citizenry on foreign policy ultimately rests in the ability of the decision makers to understand public opinion and to deal with it in a policy relevant way. The main argument of this paper build on the clear lessons from previous research that public opinion is not a clearly defined and autonomous political entity and is not seen as one by decision makers. Therefore, instead of determining in advance the ways in which decision-makers behave vis-à-vis public opinion more effort should be placed on exploring if and how public opinion is perceived, interpreted and incorporated in the decision making process as a politically relevant factor by the decision-makers. This paper develops such a framework which includes tools to

understand decision-makers' social reality - and especially how public opinion is understood - in order to properly study how public opinion enters into this process empirically. As this paper shows in the case of the US military involvement in the Persian Gulf War – 1990/91 – this framework advances our knowledge of the dynamics in the foreign policy/public opinion nexus and expands our understanding of the relation between the individual decision maker and their social context in order to make sense of decisions.

5. **Sabrina Pfister & Tibor Szvircsev Tresch (Swiss Military Academy at the ETH, Sabrina.Pfister@vtg.admin.ch)**

***Mass Communication: Where get journalists their information about security?***

Newspapers have a great influence for politicians and their decision making. So it is important to know where journalists get their information and which information are taken into the news. Especially for sensitive topics like security and defense policy is it important to know how articles to this topics are been developed and what factors have influence on these articles. The research question is, which factors influence journalists and for their security and defense policy article. Qualitative interviews with journalist from the biggest newspaper in Switzerland are analyzed to answer the main question. The interviews give an inner perspective of power structure and other relevant factors which have an influence that an article is published in the newspaper.

## **GENDER AND THE MILITARY**

1. **Emma Jonsson & Johan Österberg (Department of Security, Strategy and Leadership, Swedish Defence University, emma.jonsson@fhs.se, johan.osterberg@fhs.se)**

***Effective recruitment of women—Developing a new method***

Since the transition of the Swedish Armed Forces (SAF) into an all-volunteer force in 2010, the SAF have made efforts to develop their recruitment process. There is also a requirement and a political request to the SAF in order to increase the proportion of women in the SAF. The Swedish Government has thereby requested for the SAF to report what actions have been taken and the results of the work to achieve a more even gender distribution. However, it is questionable if the recruiting activities from the SAF have had a positive effect on the increase of proportion of women. In 2014 the Swedish Defence University and the SAF initiated a project aiming at developing more effective recruiting methods, with women as the target group. By creating a relationship with women who have shown interest and capability for a job in the Armed Forces, the project can motivate potential female recruits and provide a good foundation for their decision to join the SAF or not. Furthermore, the project will study attrition among women during the recruitment process to basic military training. This presentation will report the results of activities within the project in 2015.

2. **Nina Rones (The Norwegian Defence Research Establishment, Nina.Rones@ffi.no)**

***What is at stake in the social struggle over who should be allowed in the military profession/field?***

As a result of dramatic changes in the arrangement and missions of the Norwegian Armed Forces, and consequently in competence, gender and identity politics, traditional thinking on valuable persons, skills, abilities and bodily characteristics is being challenged over the last decades. Yet, what is challenged by some may be guarded by others and as such a social struggle over what kind of skills and characteristics should be required from military personnel, and who should be allowed in the military profession has been observed. Based on a multi-sited

ethnographic fieldwork consisting of 72 days of participant observation, 65 interviews and collection of written material, this article investigates what is at stake in the struggles over who can take part in the Norwegian military profession; an investigation that is both important and necessary in order to understand how both men and women experience and perceive their own and others' value in the organization, and to which interests the activities and struggles of different agents contribute. Theoretically, the study is based on Pierre Bourdieu's conceptual framework supplemented with inspiration from Norbert Elias' figurational and processual perspective, as well as feminist developments of Bourdieu. A methodological consequence of this perspective is that the military profession/field is approached from two analytical levels (macro- and micro-level) which is interpreted in an interactive perspective.

**3. Marten Meijer (NATO Strategic Communication Consultant, [Dr.marten.meijer@gmail.com](mailto:Dr.marten.meijer@gmail.com)) & Rodney De Vries (Netherlands Ministry of Defense, [r.d.vries.12@mindef.nl](mailto:r.d.vries.12@mindef.nl))**

***Women in dangerous jobs: How the weak beat the strong***

Female personnel in the Netherlands Armed Forces and in the Netherlands Police Force have higher rates of sick-leave than male personnel, also when leave for pregnancy is not counted as sick-leave. These facts might add some evidence to the popular belief that women are the weak, and men are the strong. However, women outlive men by five to ten years in most Western European countries. In these countries, women commit less suicide, up to fifty percent less than men. These data contradict the popular belief that women are weak. This paper presents an explanation for the contradictions in these data by focusing on behavioral and cultural differences between men and women. It is concluded that women express their inner state more accurately than men. Recommendations are made to train men to express their inner state as well as women do.

**4. Yael Topel (Tel Aviv University & IDF, [yaeltopel@gmail.com](mailto:yaeltopel@gmail.com))**

***The 'other' in the male discourse: Power in talks about sexual harassment among military men***

This article examines how social action (legislation) affects the perception and social discourse. The work focuses on the phenomenon of sexual harassment as a phenomenon recently passed significant processes in the social arena (marking, labeling and legislation) and examines how it is manifested in social discourse. The empirical field work is the application of the law of sexual harassment in the Israeli military. Military organizations are based on familiar hierarchical and masculine culture - These features allow a clear identification of the practices used by power groups and individuals within the organization along with the existence of the command and control mechanisms available to the organization regime. Interesting to note that the body symbolizes more than any other Israeli establishment the ethos of hegemonic masculinity, the IDF: is the one rushing to implement the law and to deepen its understanding with regard to corporate sexual harassment. This paper examines the discourse on the issue of sexual harassment in the population of men in the IDF. The intention was not to examine the very existence and level of awareness to it, but the interpretations given to the phrase. The choice to explore the discourse of men stemmed from a desire to mark the origins of the phenomenon of sexual harassment and from the understanding that in most cases the "generator" of an SH incident is a man. The assumption was that while the military organization imparts uniform enforcement and information, interpretations are made according to personal and organizational element. Mapping the different references to power and different meanings inherent in the concept of harassment creates a division to four generic scripts: romantic wooing, exploitation, rape and bothering climate. The categorization developed in this study

reminds similar divisions proposed in prior research - but it adds to them and mainly helps to describes them from the perspective of a powerful agent that allows examination of the interaction from another point of view. Analyzing the Expressions of sexual harassment in the hegemonic masculine discourse taking place in the army, reveals a variety of interpretations and consciousness. Question about the ability to change social-consciousness does not Settles with the internalization of the legal imperative 'Do not harass', but rather explores the depth of integration of other thinking concepts such as 'Other' and 'power', which are the heart of the phenomenon of sexual harassment, and which constitute a gendered social order. Scenarios of sexual harassment incidents reveal the depth of gendered thinking and the ability to adopt a critical gender perspective. Even though this examination is conducted in the military organization, it seems that we can learn from it to broader social and cultural contexts.

## **MILITARY PROFESSION**

**1. Vilhelm S. Holsting (Institute of Leadership & Organization Royal Danish Defence Academy, vilhelm.holsting@gmail.com)**

***The transformation of commandship in Denmark: From domestic patriarchy to an adaptive projective arrangement***

Since the end of the Cold War the core values of military command has been put to a test in Denmark due to changing political requirements. Predominant among them are continuous changes in the activist security policy and numerous modernizations programs of public governance. As a result, the organizational, educational and occupational characters of the armed forces are in a constant state of transformation. This in turn brings constant redefinition of the meaning, character and responsibilities associated with 'command'. The proposed presentation argues that in terms of Moskos, the balance between the institutional and occupational dimensions of the profession lingers in favor of the latter with severe implications. The presentation argues that the entrance of new regimes of justification are challenging the traditional view of the military command, changing from a sort of domestic patriarchy to a projective arrangement. The presentation is based on empirical field study combined with text analysis of reform programs, directives of command and military performance evaluations of high-level commanders (all ranging from 1989 to 2014). The presentation offers a view on the critical capacity of the higher military command - the ability to act in a critical political environment without regressing to disobedience or resignation. Additionally it analyzes the transformation of military regimes of justification, and invites to a reflection on the changing nature of the profession of military command.

**2. Jennifer Dybman (Institute for Strategic Research, IRSEM, jenniferdybman@yahoo.fr)**

***Influence operations: The evolution of the French army's doctrine and training***

The war in Afghanistan has led the French Army to (re)discover the challenges of asymmetrical warfare. Among them the acquiring, analyzing and managing of information in regard to local populations in the theatre of operations are of crucial importance. Over its involvement in Afghanistan the French Army has gradually begun to reassess its doctrine and training in this particular area, i.e. influence operations, resulting with substantial reform. The reform centred in the revision of key doctrinal and operational concepts publications (e.g., Counterinsurgency and Joint Concept on Influence in Support of Operations) as well as the establishment of a dedicated training centre - the Joint Centre for Actions on the Environment (CIAE, Lyon). The presentation has three parts. First it will describe the background to the decision to embark on doctrinal and organizational reform. Second it will analyze how influence operations are

defined nowadays in the French Army and especially the competences and knowledge required so as to become operational on the 'human terrain'. The presentation will conclude with the way military personnel and units are trained, and the progress still to be made to reach a better human terrain and perception management awareness.

**3. Jakob Rømer Barfod (Royal Danish Army & Institute of Leadership and Organization, Royal Danish Defence Academy, ilo-29@fak.dk)**

***Military leadership with an operational effect in asymmetric operations—A new military leadership training concept for a new world***

Until the fall of the Berlin Wall the Danish Army was primarily designed for conducting symmetric operations. As a consequence of an activist security policy, the patterns of operations changed. The Army transformed into an expeditionary force capable of conducting asymmetric operations in multiple environments abroad. The increasing complexity in rapidly changing operations called for a revision of military leadership. This has been a challenging turn around toward a new situational awareness in proportion to the need for leadership training. On that basis, the Danish Defence around mid-2000 developed a new operational leadership training concept with a changed and different leadership focus, which should help deploying units at battalion level to counter the increased complexity of leadership in asymmetric operations. The presentation shows how this is achieved through a successful training program called 'Leadership with an operational effect'. The sum of the team members' experiences with the training program shows that it improves their decision-making, coordination of actions, and fighting capability. The presenter has an operational background as a commanding officer of a reconnaissance squadron and has first-hand experience with the training concept. Furthermore the presenter has been in charge of the leader development program at the Royal Danish Army Officers' Academy.

**4. Tamir Libel (Centre for War Studies, School of History and Archives, University College Dublin, tamirlibel2@gmail.com)**

***Soldiers/scholars: National defence universities and the construction of European military culture***

In the aftermath of the Cold War, European armed forces embarked on an ongoing transformation of their professional military education systems. At its core lies unprecedented restructuring of military colleges into defence universities. Instead of the teaching college, characterized by military focused curriculum and uniformed faculty and student body, all over one can witness the establishment of research universities, supervised by civilian-military public authorities where academic qualified faculty educates military and civilian university alike. As military education plays a key role not only in commissioning and qualifying officers as commanders and staff officers but also in equipping them with professional ethics, attitudes and values then these changes have significant implications for military preparedness and civil-military relations. The presentation is based on a book project which offers the first comprehensive analysis of the origins, trends and implications the National Defence Universities (NDUs) in Europe. It is done using the conceptual approach of 4th generation strategic culture and by employing qualitative methods of interviews, thematic analysis of primary sources and historical study. As will be shown, the development of the national defence universities is enhanced and supported by transnational collaboration, resulting in the emergence of European epistemic community of military education. The activity of this epistemic community lead to the

construction of a European military culture, centered on the concept of 'crisis management'. However, in contrast to the common debate in literature whether such development takes place within NATO or the EU's CSDP, the projects finds that in practice the NDUs uses opportunities offered by both institutions. This suggests that while the NATO/CSDP debates is relevant at the national level than a more multi-layered approach should be taken to study developments at the armed forces, services and even unit level.

## **VIOLENCE AND THE MILITARY**

### **1. George Kaffes (luce@otenet.gr)**

#### ***Sociology of terrorism: The Herostratus syndrome***

The case of Herostratus is well known: in the night of July 21, 356 BC, seeking notoriety, he burned down the Temple of Artemis at Ephesus in ancient Greece, which was one of the Seven Wonders of the Ancient World. Far from attempting to evade responsibility for his act of arson, Herostratus proudly claimed credit in an attempt to immortalize his name. To dissuade those of a similar mind, the Ephesian authorities not only executed him, but attempted to condemn him to a legacy of obscurity by forbidding mention of his name under penalty of death. However, this did not stop Herostratus from achieving his goal because the ancient historian Theopompus recorded the event and its perpetrator in his Hellenics. In the Albert Borowitz's book titled: "Terrorism for Self-glorification: The Herostratos Syndrome" the study of Herostratus syndrome shows us some issues of this syndrome could heighten our sense when we appraise the odds in the human struggle against all forms of terrorism today. It is true that the impulse to commit terrorist acts in quest of fame is sometimes deeply imbedded in the human personality and especially these last years when terrorist use more and more spectacular methods. In our study we will try to show what are the sociological characteristics of these crimes which could give a new typology of terrorism acts. By using examples such as Al Qaida organizations or the recent ISIS acts we could observe the social impact of their crimes is more than ephemeral, like Herostratus action 24 centuries ago. This sociological typology of terrorist acts could be useful into understanding that even terrorism could be a new form of war, the origins of this compulsion for glory remains difficult to probe and most of cases impossible for detectives to profile. But for us sociologists it is important to make a clear distinction between the hunters of simple negative fame and, even if our society cannot obliterate the name of the glory seeker, as the Ephesians unsuccessfully sought to do, make possible to resist the temptation to covert the criminal into a media star. Because in this case the social impact of terrorism could be bigger.

### **2. Uzi Ben-Shalom (Department of Sociology and Anthropology , Ariel University, Uzibs@ariel.ac.il)**

#### ***Sense making during combat – A grounded theory***

This paper explores characteristics of sense-making in actual combat (Typical incidents are skirmishes or enemy attack following detonation of an Improvised Explosion Device - IED). The information is based on analysis of interviews with junior commanders concerning their recent experience. In addition senior commander's recollection from memoirs is added to recent information. The literature on natural decision making provides a solid base for the analysis of cognitive processes during a fight. Such literature already explains cognitive dimension using terms such as "sense making", "tunnel vision"; "freezing" etc'. Yet it seems that it is failing in the explanation of social processes that eventually result in action. I present number of such processes and their individual and group levels interaction. I will describe scripts of behaviors

that eventually direct the process of sense making and underlie motivation and active participation in combat.

**3. Pauline Collins (School of Law and Justice, University of Southern Queensland, collins@usq.edu.au)**

***The value of Respect: Internal military investigations, civilian responses and civil-military relations***

'Respect' is a new addition to the previous trio of values, 'Courage, Initiative and Teamwork,' held by the Australian Army. Respect is best served when it operates on a two-way basis. This paper investigates two incidents involving Australian Defence Force personnel while on duty in Afghanistan. The first is the so-called 'green on blue' attack by an Afghan National Army soldier killing three Australian soldiers on 29 August 2012. The second concerns allegations of mutilation of Afghan insurgents corpses by soldiers attached to an Australian Special Forces Unit on the 28th April 2013. Both have resulted in internal military investigations with a view to possible prosecution for breach of the law of armed conflict and related disciplinary offences. The paper explores the significance of 'respect' as a value surrounding these events. Consideration of the civilian response to the military investigation and discipline system in these incidents and the implications for the civil-military relationship are addressed.

**4. Marc-André Boisvert (University of East Anglia, M.Boisvert@uea.ac.uk)**

***Outsourcing violence: the impact of pro-government militias to fight insurgents in Mali since 2012***

Pro-government militias have been used in several African conflicts to supplement collapsing armies, and to pursue operational and political goals that conventional armies are not able to perform. In 2012, Mali faced a military collapse. The national army, attacked by Tuareg rebels, had to abandon positions and to seek refuge in the capital Bamako. Soon, rank-and-file soldiers decided to plot a successful coup, answering to what they perceived as corruption and lack of resources to fight. This brought further chaos, and led to the fall of two-third of the country to enemies of the Malian State, successfully "reconquered" one year later, with the help of foreign forces. Following its own collapse, the army collaborated with several militias, some active since several decades, to provide security to the former rebel-control area. The current paper aims at studying what have been the impact of those militias in 1) defeating the Islamist rebels, and 2) containing the Tuareg rebellion. Based on primary findings from ethnographic work and interviews, it will first attempt to explain what has been the role of those militias as security providers, and will try to explain how they impact the civil-military relations of the regions, through a military sociology lens.

**16.00 – 16.00 Coffee break**

**16.30 – 18.00 PARALLEL SESSIONS 2**

**CIVILIAN CONTROL OF THE MILITARY**

**1. Kobi Michael (Department of Middle Eastern Studies and Political Science, Ariel University & Institute for National Strategic Studies, kobimichael24@gmail.com)**

***Coping with terror: A learning challenge of the civil and military echelons in a democratic state***

Democratic states forced to cope with terror: outside their boundaries whenever this terror perceived as a threat to their vital interests, and domestically wherever the terror strikes at

home. The experience of the last two decades demonstrates that the most significant and complex challenge of a democracy coping with terror is found in the Israeli case. This challenge creates an increased difficulty for the political echelon to define the relevant political objectives at the same time that the military echelon's ability to define and address the operational problem. These difficulties lead towards decreased compatibility between the military operation and the political goal, and in turn, a crisis of expectations between the echelons ensues. Significant discourse (conceptualized in this paper as open discourse) between the echelons is a necessary condition required for tackling this complex challenge. Such discourse enables a competition between ideas and blending of logics to forge relevant conceptual patterns. Conservative and hierarchical patterns of civil-military relations based on a clear cut division between the two spheres will not enable realization of the military knowledge, validation of the political goals and development of new conceptual systems required for relevant interpretation of a dynamic, complex reality. The characteristics of discourse space influence the compatibility and coherence between the military operation and the political prospects and goals. If we define the compatibility as the dependent variable, then the combination or synergy between the political directive and the nature of the discourse as independent variables will determine its essence. Highest compatibility will be found when the political directive is clear and discourse between the echelons defined as an open discourse that enables qualitative learning.

**2. Barbara Jankowski (Institute for Strategic Research, French Ministry of Defence, [barbara.jankowski@defense.gouv.fr](mailto:barbara.jankowski@defense.gouv.fr))**

***Recent evolution of the relations between civilian authorities and generals at the political-military level***

The attributions of the Chief of the Defence Staff in France have experienced in less than ten years three major developments giving him initially an expanded role (in 2005 and 2009) then, withdrawing some of his prerogatives in 2013. Beyond these reforms that may seem limited in scope because they relate only to France, I will analyse what these decisions reveal on the politico-military relationship at the highest level of the hierarchy, involving the president, Chief of the armed forces, the Minister of Defence and the military leaders. In 2005 and 2009, the Chief of the Defence Staff gained a new autonomy especially in human resources management and a total authority over the Chiefs of Staff of the Army, Navy, and Air force. The election of Francois Hollande to the presidency and the appointment of a new minister of defense have led to a change of direction and have enhanced the role of the Minister of Defence in the operational chain, situation that had never been formalized before and does not appear in the Constitution. These new arrangements have provoked many reactions. First from the military hierarchy involved, who spoke through the voice of the former chiefs of staff and more largely, among officers in general who saw the confirmation of a certain suspicion against the generals still inside part of the Left political leaders coming to power. Our paper will briefly present these reforms and their consequences on the distribution of power between civilian and military. I will specially question what these reforms reflect about the complexity of the relationship, about trust and about the difficulty to change representations among civilians, mostly those concerning the loyalty of the high-ranking officers.

**3. Rebecca Schiff ([rschiff1@msn.com](mailto:rschiff1@msn.com))**

***Civil-military relations in Pakistan and Israel: a U.S. foreign policy assessment***

This paper will review the contrasting cases of Pakistani and Israeli civil-military relations and assess the U.S. foreign policy relationship with both countries. The paper will discuss the threat

environment of each nation and the onset or prevention of domestic military intervention. It will review some of the salient features of U.S. relations with each nation especially those regarding national security issues, the geopolitical significance of both nations, and the importance of regional nuclear capability. This paper will examine American foreign policy in the context of civil-military relations from both cultural and institutional perspectives, borrowing from concordance theory and realist theory.

**4. Meytal Eran-Jona (Behavioral Sciences Center, IDF, meytalej@gmail.com) & Eyal Ben-Ari (feba@netvision.net.il)**

***Military relations with local civilians: Multiple logics and organizational transitions***

Our paper suggests a new way of analyzing the actions of the armed forces in regard to local civilians. We analyze the various arenas, contacts, and organizational forms through which the militaries of the industrial democracies interact with civilians in the areas and countries where they are deployed. We exemplify our contentions through the case of the Israel Defense Forces (IDF) in the West Bank and Gaza. We conceptualize the military as an organization that is characterized by multiple and analytically different logics-of-action. In areas where armed forces interact with civilians these logics include high-intensity combat, internal policing, border policing, counter-terror and counterinsurgency operations, military administration, and humanitarian assistance. Each institutional logic-of-action predicates different sets of assumptions about civilians, understandings of the core of the mission, and concrete organizational arrangements and practices. Moreover, these logics may be expressed simultaneously or linearly in space (in different sites) and time (in different periods) and may be complementary or contradictory. The article posits (1) a hierarchy between the logics-of-action with nearness to high-intensity-conflict governing their status and soldierly motivation to enact them; (2) transitions between logics are problematic because of the cognitive, emotional and embodied dimensions involved. Examples from the Israeli military illuminate the conceptualization.

## **WARRIORS IN PEACEKEEPING**

**1. Rebecca Sutton (London School of Economics and Political Science, rebecca.a.sutton@gmail.com)**

***Civil-military relations in the context of United Nations integration policy***

In international interventions in contemporary conflict, military, political, humanitarian and private actors engage in myriad tasks relating to peacebuilding, security, protection, humanitarian aid and development assistance. Focusing on humanitarian action in such settings, my doctoral project asks, "How is the principle of distinction produced?" Who amongst the intervening actors is a "civilian", and under what circumstances is humanitarian assistance protected as a civilian object? There are answers to these questions in international law, but as access to beneficiaries and aid worker security become more challenging in contemporary conflict, we must also ask how distinction actually works in practice. There is a gap in the scholarly literature on this issue, namely a lack of empirical evidence about local perceptions. My doctoral project aims to fill this research gap, exploring through primary field research how local actors make sense of intervener identity. As part of this analysis, I also examine military perspectives on distinction, specifically how international military actors who intervene through UN missions in central Africa (South Sudan, DRC, Central African Republic) understand distinction and what they think the military's role in humanitarian action should be.

In this conference paper, I will explore the following question: According to their respective policies, operational procedures, and actual practices, how do military interveners assert their identity as military actors when they intervene in armed conflicts? Further, how do they understand mandates that ask them to engage in some respect with humanitarian actors and humanitarian action? I believe these questions link to the Ergomas conference because, while I am not looking at internal divisions or diversity within the military, I am looking at how the military as a whole understands its identity, vis a vis civilian actors. I am a lawyer, but this aspect of my project could equally be framed as part of the emerging field of the anthropology of civil-military relations.

2. **Tomáš Kučera (Department of International Relations, Institute of Political Studies, Charles University in Prague, [tomas.kucera@fsv.cuni.cz](mailto:tomas.kucera@fsv.cuni.cz))**  
***Towards a humanitarian military ethic: Moral autonomy, integrity and obligations in the British and German armed forces***

Humanitarian operations may pose challenges to which armed forces prepared for warfighting seem rather ill-equipped. It is the aim of this paper to examine in what way the military ethic should be adapted to the humanitarian tasks. Two ideal types of military ethic are defined here: warfighting and humanitarian. The warfighting ethic is supposed to maximize the utility of the military in war and combat and to that end utilizes the virtues of loyalty and honour. In contrast, the humanitarian obligations require the development of personal integrity and an ability to follow one's own conscience. The adaptation of military ethics in reality is demonstrated in the case studies of the UK armed forces and the German Bundeswehr. Whereas the moral code of the UK armed forces remains anchored in the principles of the warfighting ethic, the case of the Bundeswehr present a military ethic closely approximating the humanitarian ideal type.

3. **Lisa Karlborg (Department of Peace and Conflict Research, Uppsala University, [lisa.karlborg@pcr.uu.se](mailto:lisa.karlborg@pcr.uu.se))**  
***Humanized warriors: The impact of population-centric warfare on soldiers' perceptions of duty toward host citizens***

The past decade of population-centric warfare in Afghanistan and Iraq has prompted Western forces to interact with, and protect, foreign host citizens for the purpose of bolstering legitimacy of host-nation authorities and mission objectives. The purpose of this paper is to increase our understanding of how, and why, experiences of noncombat relationship-building shape military troops' understanding of host-citizen relations, in particular their sense of professional duty toward the host population. Despite several important research contributions on the effects of warfare on soldiers' perceptions, beliefs and values, comparatively limited research exists on the impact of noncombat relationship-building. With 'noncombat', the paper refers to interaction initiated to assist, advise, and train host citizens, or for the purpose of gathering information and maintaining amicable relations. Applying contract theory, this paper argues that experiences of noncombat relationship-building nurture more salient feelings of empathy with the host population. In a circular way, feelings of empathy encourage troops to, independently, pursue further noncombat interaction. Over time, these experiences foster greater cognitive 'openness' to the perspectives of the 'Other' and soldiers adapt their interaction accordingly to achieve mission effectiveness and legitimacy. To empirically test these assumptions, the paper presents novel qualitative data collected through in-depth, semi-structured interviews with U.S. Army Officers. As the main implementers of population-centric warfare in Iraq and Afghanistan, their perceptions and experiences offer an intriguing starting point for theory-building and analysis.

4. **Blaise Nkfunkoh Ndamnsah (Defence studies, University of Ljubljana, ndam\_blaise@yahoo.co.uk)**  
*Cameroonian Forces combating terrorism, case of Boku Haram, cultural and military lessons learned*

5. **Jenni Keskinen (Finnish Defence Research Agency, jenni.keskinen@mil.fi)**  
*Why to deploy? Bridging motivation and well-being in studying deployment related experiences*

Finland is taking part in approximately 15 different crisis management operations in different countries and lately has had around 600 peacekeepers deployed yearly. One distinction to many other countries is that Finnish peacekeepers deploy voluntarily and vast majority of them are reservists. Thus, peacekeepers are deployed based on a variety of different kinds of motives that mediate their action through choices and values. This study aims to better understand the variation in the reasons that Finnish peacekeepers have for applying to international crisis management troops. Motivation to deploy was investigated based on the theoretical framework introduced by Battistelli (1997). Further, the aim was to study whether the quality of motivation was related to how different stressors during the operation were experienced and how peacekeepers experienced their own psycho-social well-being after returning home. The data (n=817) was collected with a survey during years 2012-2014 in homecoming trainings for peacekeepers. The results suggested that majority (45 %) of the peacekeepers were deployed based on motives that related to professional qualification or financial reasons. About one third (32 %) of the peacekeepers reported their primary motivation to relate to 'adventure-seeking' in terms of desire to get to know a new country and culture and desire to test oneself. The remaining fourth reported their primary motivation to relate to desire to do something meaningful or desire to help. Results further indicated that motivation was related to how different stressors during the operation and sense of coherence in one's own life after deployment were experienced. Personal benefits as primary motivation seemed to function as some kind of buffer against stress. Peacekeepers with motives related to professional qualification or financial benefits reported to experience less stressors during the operation than others and highest sense of coherence after deployment. They were more also often older peacekeepers who had been deployed before.

## **RECRUITMENT AND RETENTION**

1. **Hubert Annen, Philippe Goldammer & Tibor Szvircsev Tresch (Swiss Military Academy, ETH, hubert.annen@vtg.admin.ch , tszv@zugernet.ch)**  
*Longitudinal effects of OCB on cadre selection and pursuing a career as militia cadre in the Swiss Armed Forces*

In the present investigation longitudinal data obtained from recruits undergoing basic military training in the Swiss Armed Forces were used to examine the effects of organizational citizenship behavior (OCB) on a subsequent cadre selection and the willingness to voluntarily pursue a career as militia cadre. Results of the hierarchical logistic regression controlling for demographic variables, cadre recommendation and allocation to the desired branch of service showed OCB predicted both the selection as cadre and the voluntariness to pursue a career as militia cadre. These effects show to what extent OCB may predict significant additional effort. Results are discussed with regard to further examination of the effects of OCB on career outcomes and selection decisions.

2. **Johan Österberg & Emma Jonsson (Department of Security, Strategy and Leadership, Swedish Defence University, johan.osterberg@fhs.se , Emma.Jonsson@fhs.se)**

***Officer recruitment to the Swedish Armed Forces—A critical issue***

The Defence reforms in the early 21st century, implied major cutbacks for the Swedish Armed Forces. One measure that was taken during this period was to stop the training and education of officers for two years in order to balance the proportion of soldiers vs. officers. The effect of this measure is still notable as it emerged a shortage of officers in the years to come. Depending on the Swedish Armed Forces need of officers they command place in the educational program for cadets at the Swedish Defence University. A project that follows batches of officer cadets through their 3-year long academic officer program has been launched. Among other things the project studies reasons for joining, expectations, career plans and attrition. The longitudinal approach helps the Swedish Defence University and the Swedish Armed Forces to estimate how many individuals who should start the academic program in order to achieve the right amount of officers graduating each year.

3. **Mika Penttinen (Finnish National Defence University, mika.penttinen@mil.fi)**

***The success of tomorrow is based on actions of today***

The educational and training culture at the Finnish Defence Forces is determined by the overall security environment together with both the external and internal operating environment. Therefore the Finnish Defence Forces have been busy re-evaluating its processes in the name of quality, efficiency and cost-effectiveness. The student selection process is evolving, because of the renewed degrees of the Bachelor of Military Sciences and the General Staff Officers will be enforced in 2015. Despite of active public debate, the scientific research on the Finnish National Defence University and its cadets' selection process is heterogeneous, but unfortunately very limited also. So far, the studies and reports concerning the Finnish cadets' selection process are mainly based on quantitative methods and have viewed the correlation between selection phase, academic achievement and the first tasks as a young officer. Those studies have been proved the good functionality of the Finnish cadets' selection process. On the other hand, for example a dissertation from the year 2012 presents rather strongly that nowadays suitable people are not selected [SIC read took in] to the Finnish National Defence University. The dissertation challenges the Finnish National Defence University to a self-critical review by claiming that cadet's and young officers' academic and strategic capabilities are weaker than civilian university-level students'. It can be noted that the conducted studies offer conflicting visions, which each of them have both supporters and opponents. Without exception and regardless of the final results of the studies and surveys they all have recognized the need to explore the phenomena by the varied methods and longer temporal dimension in order to reliably estimate the quality of the Finnish National Defence University's student selection system. Attempts to bring the different views closer together are probably unnecessary just for the scale of the matter. However, the parallel reviewing of several independent interpretations is crucial to widen the field. Closer co-operation than ever before between the Finnish universities and society sets totally new challenges to the Finnish National Defence University. All student selections are subject to the values and interests of the pursuing organization, because who would not want to get the most talented students to their educational institutions. However, concerning the cadets' selection process it should be particularly taken into account because of the specific eligibility prerequisites of the applicants. On the other hand, one of the most important requirement for candidates is the training and education of the reserve officer – either gained directly in the conscript training or in the case of reserve non-commissioned

officers at the team leader course – is also both a real challenge and a great possibility. The conscript training enables a unique option compared to other universities to recruit and select the most suitable applicants to the Finnish National Defence University. After all, in this instance the case is simple: to scout out the best by providing excellent reserve officer and reserve non-commissioned officer training and education.

**4. Tibor Szvircsev Tresch (Swiss Military Academy at the ETH, [tszv@zugernet.ch](mailto:tszv@zugernet.ch))**

***Do you pursue an officer career?***

Within the scope of an international project, the recruits' pursuing a military career was surveyed quantitatively in different countries. The objective of this paper is to evaluate the differences between the countries. In the first part, two questions will be answered: Who is going to pursue for an officer career and why is someone striving for an officer career. In a second part aspirants from different countries will be compared for topics of prestige, support and tradition.

**Veterans and Society**

**1. Jacco Duel (Netherlands Veterans Institute, [j.duel@veteraneninstituut.nl](mailto:j.duel@veteraneninstituut.nl))**

***The long-term consequences of military deployments for veterans: The correlates of impaired subjective well-being due to military deployment***

It is well known that military deployments may have long-term negative health effects for military personnel that participated in those deployments. For example, a study among U.S. Gulf War veterans found that mental disorders following military service were more prevalent in deployed veterans compared with non-deployed veterans. Ten years later, the prevalence of depression and anxiety had declined in both groups, but remained higher in the deployed group, who also reported more symptoms and a lower quality of life than the non-deployed group. On the other hand, a study among Dutch peacekeeping soldiers concluded that Dutch peacekeeping veterans showed no more psychological distress 10-25 years after deployment than a norm group. The purpose of our study was to determine whether Dutch veterans experience long-term consequences of military deployments and in how far eventual long term consequences of military deployments affect their subjective well-being. We sent a questionnaire to 6000 Dutch veterans who left the military service. The sample was a stratified sample of six cohorts of 1000 veterans each. The six cohorts were created based on a specific time period. Each time period could be characterized with its prevailing personnel and health policies and the type of military operations (e.g. peacekeeping/policing or peace enforcing/combat) that were executed. Besides several demographic aspects (e.g., age, rank when being deployed, mission(s), marital status) and characteristics of the mission, we asked the respondents about their subjective well-being on nine life domains (e.g. social functioning, psychological functioning, physical functioning). Moreover, we asked whether respondents had health related problems due to their deployment(s) for which they needed professional help in the last three months. We conducted several analyses (e.g., exploratory factor analyses, multiple linear regression analyses) to determine the relation between several demographical and mission related characteristics and subjective well-being, and between those characteristics and the need for professional help due to deployment-related health problems. In total, 2814 veterans filled out the questionnaire. About 10% of the respondents needed professional help due to deployment related health problems.

2. **E. Koren, R. Dekel & M. Sher-Dotan (M. Bar-Ilan University, ellakoren@biu.013.net.il, Ela.Koren@biu.ac.il)**

***Female veterans have disabilities too!***

Israeli women have always had a well-defined and active role in the Israeli military. Consequently, women are subjected to injuries and wounds which are similar to those among men. Approximately 6% of veterans disabled during military service are female. However, research and knowledge regarding Israeli women who have sustained injuries during their military service is glaringly absent. Objective: The current presentation reviews data on Israel Defense Forces (IDF) female veterans with disabilities in three main areas: demographic characteristics, social factors and psychosocial variables. Method: Based on three studies, we will present information pertaining to: the socio-demographic characteristics of IDF female veterans with disabilities and the factors that contribute to their adjustment in comparison with IDF male veterans with disabilities; their psychological adjustment in comparison with matched female without disabilities, and finally their experiences with formal rehabilitation institutes. Results and Conclusion: In comparison with IDF males with disabilities, IDF females with disabilities received less formal social support, felt more stigmatized and discriminated against, had lower self-esteem, and suffered from increased emotional problems. In addition, females with disabilities reported significantly lower levels of mental health, purpose in life and a lower sense of self-mastery than females without disabilities. The women with disabilities also described difficulties encountered with the formal institutions that are meant to help them, as well as with society in general. In conclusion, we have found that this population is not receiving the kind of care or attention being received by their male counterparts, nor are their specific needs being adequately addressed.

3. **Tiiia-Triin Truusa (Center of Excellence for Strategic Sustainability, tiia-triin.truusa@ut.ee)**

***Supporting the troops: The effects of Estonia's veterans policy***

After regaining independence in 1991, Estonia very soon became explicitly NATO-oriented in its political and military development. Since 1995 Estonia has deployed soldiers under the UN mandate, and later under NATO, on various deployments starting with operations in Croatia and Lebanon. However, the first veterans policy came into effect only in 2012. This paper looks at how the Estonian printed press portrays veterans before and after the implementation of the veterans policy. Articles from the Index Scriptorium Estoniae sub-database Estonian War Bibliography Database are analyzed using qualitative content analysis. Articles span from 2007-2010 and 2012-2014. Analysis shows that content themes in the articles from the earlier period derived from the negative aspects of deployments, shortcomings of the social guarantee system and personal hardship stories of returning soldiers. The latter-period articles shift towards affirming the support of veterans and personal success stories. This may, at least in part, be attributed to the "recognition of veterans" measure brought to life in the veterans policy, though the easing of deployment burden and lack of casualties in the latter period are also significant. This shift from the negative to the positive representations has allowed for greater public acceptance and, to some extent, the normalization of veterans' status.

4. **Marcin Sińczuch & Katarzyna Gronek (Military Center for Civic Education, Ministry of National Defence, m.sinczuch@wp.mil.pl, k.gronek@wp.mil.pl)**

***Soldiers as Veterans – social support for the former participants of missions abroad***

Several research projects show that participating in MOOTW, and different kinds of military deployment abroad is never neutral and brings to its participants a wide range of stressful experiences. Some of them are medically or psychologically diagnosed, and – with some

limitations – possible to receive a successful treatment. Other symptoms might be included into a wide category of maladjustment deriving from basic diversities and contradictions between social order and environment present in the area of deployment and those in the home country. The aim of the proposed paper is to present some social aspects of the process of returning home from mission abroad. The presented research goals come from the survey made among Polish soldiers – former participants of missions abroad covering the issues of their experiences after return from the mission. The focus is made on the different kinds and sources of help and support that could be provided by the different social actors and institutions, like family members, colleagues, neighbours, physicians, psychologists, priests etc. The results let us reconstruct the model of interactions and support received by soldiers in their everyday environment – as well as their social reception due to their veteran status.

## **MILITARY FAMILIES**

- 1. Rachael Gribble (King's Centre for Military Health Research, King's College London, rachael.gribble@kcl.ac.uk)**

***What's it like being the partner of someone in the military? Impact on wellbeing of UK women***  
*Background*

Life in the UK Armed Forces involves frequent relocation and separations due to extensive training missions and deployments. These experiences are part and parcel of life in the Services but can be the cause of stress and poor well-being among the partners of military personnel. While there has been much research on the impact of military service on the health of UK Armed Forces personnel, there is a dearth of research on the impact of having a partner in the military on the well-being of UK women.

*Methods*

Data from 407 women are used to describe the demographic and social profile of women with military partners and the prevalence of mental health problems (depression, alcohol misuse, post-traumatic stress disorder (PTSD) and marital adjustment). Comparisons are made with similar outcomes amongst women in the UK general population using the Office of National Statistics (ONS) census data, the 2007 Adult Psychiatric Morbidity Survey (APMS) and other social surveys.

*Results*

Compared to women in the general UK population, a similar proportion of military partners are in employment, however they are less likely to be in managerial or professional occupations. The proportion of military partners with depression is higher for military partners than civilian women and marital distress is significantly higher in military partners compared with the prevalence of relationship unhappiness among women in the general UK population. The prevalence of post-traumatic stress disorder and alcohol misuse are comparable with civilian women. *Conclusions:* These findings suggest that the effects of the military lifestyle on UK military partners may not be as negative as expected, although depression and marital distress are higher in this population. Further work will explore factors associated with mental health outcomes in order to understand which populations of military partners are more at risk, including dyadic associations with mental health outcomes of military personnel.

- 2. Fatima Farina (Department Economics Society Politics, University of Urbino Carlo Bo, fatima.farina@uniurb.it)**

***Once upon a time.... From the soldier wife's to the wife soldier: The transition in the Italian armed forces***

Focus of the paper are changes in military families after women entered the Italian Armed Forces in 2000. International policies led recently Italian Armed forces to Gender mainstreaming policies, including military family issues. Within the Nato framework there is a wide variety of policies, depending these on national laws. In Italy studies and researches on families in the military have been scarcely developed, but the question finds its relevance in terms of organisational and functional asset, mobility, deployment of personnel and morale, work-life quality. Military families became a sensitive issue especially since transition to gender mixed system started: the old and new gender regime are now in the same institution revealing all its contradictions.

## Wednesday 10 June

09.30 – 10.00 Coffee

### 10.00 – 11.30 **PLENARY PANEL**

#### **Military Families Book discussion: Military Families and War in the 21<sup>st</sup> Century**

René Moelker & Manon Andres (Netherlands Defence Academy, md.andres@mindef.nl, rene\_moelker@yahoo.com), discussants and contributors

Together with the authors of 'Military Families and War in the 21th Century a round table is organized presenting the book and its contributions from all over the world amongst others Japan, Argentina, U.S.A., Canada, Israel, Germany, United Kingdom. The book examines the key issues that affect military families when soldiers are deployed overseas, focusing on the support given to military personnel and families before, during and after missions. Today's postmodern armies are expected to provide social-psychological support both to their personnel in military operations abroad and to their families at home. Since the end of the Cold War and even more so after 9/11, separations between military personnel and their families have become more frequent as there has been a multitude of missions carried out by multinational task forces all over the world. The book focuses on three central questions affecting military families. First, how do changing missions and tasks of the military affect soldiers and families? Second, what is the effect of deployments on the ones left behind? Third, what is the national structure of family support systems and its evolution?

11.30 – 12.00 Coffee break

### 12.00 – 13.30 **PARALLEL SESSION 3**

#### **MORALE, COHESION, AND LEADERSHIP**

1. **Manon Andres & Joseph Soeters (Netherlands Defence Academy, MD.Andres@mindef.nl, jmml.soeters@mindef.nl)**

##### ***Civilian-military work relations in the Netherlands defence organization***

The Netherlands Defense organization aspires to be a professional, flexible, and multi-functional organization, which requires a well-balanced personnel structure of military and civilian personnel, working together effectively to accomplish the organization's objectives. Although civilian and military personnel work culture and relations is an important human resources issue, it has been unexplored in the Netherlands Defense organization, in contrast with the

extensive study of other forms of civil-military relations. We present the first results of survey data collected among 490 military and 444 civilian Defense employees regarding their work relations. We also identify various points of attention that should be taken into account when promoting and maintaining a healthy and well-functioning mixed work environment.

2. **Jaap Reijling & Joseph Soeters (Netherlands Defence Academy, [jmml.soeters@mindef.nl](mailto:jmml.soeters@mindef.nl))**  
**Interplay between military and civilian personnel in the Netherlands ministry of defence:**  
***Implications for organizational change***
3. **Johan Österberg & Eva Johansson (Swedish National Defence College, [Johan.Osterberg@fhs.se](mailto:Johan.Osterberg@fhs.se), [Eva.Johansson@fhs.se](mailto:Eva.Johansson@fhs.se))**  
***Preliminary results of the Swedish military-civilian personnel survey***
4. **Rebecca Schiff ([rschiff1@msn.com](mailto:rschiff1@msn.com))**  
***Military-civilian personnel relations: A concordance theory perspective***

## **MILITARY PROFESSION**

1. **Dana Grosswirth Kachtan (The Open University of Israel, [danakc@openu.ac.il](mailto:danakc@openu.ac.il))**  
***The military in the service of the labor market—Exchanging military social and cultural capital into civilian labor market***  
The aim of this paper is to examine soldiers' perception of the convertibility of military cultural capital, social capital and skills into their civilian life and the labor market. Research that examined the convertibility of military capital focuses mainly on the mechanism and the process of converting capital and on the role of the institutions involved in this process. This research wishes to add the part of the soldiers in the process of convertibility.  
This research examines the social and cultural capital and skills that combat soldiers and intelligence soldiers who served in the military in Israel (The Israel Defense Force – IDF) acquired during their compulsory service, and how they exchange it into civilian labor market. All the soldiers that were interviewed came from similar socio-economic background – middle class – and therefore acquired similar social and cultural capital prior to their military service.  
The contribution of this paper is by examining the individual experience of convertibility, the way they grasp and use it. Also, the research highlights that in addition to the different symbolic capital that each unit provides, which leads to different conversion potential, evaluation and status in the civilian labor market, the convertibility is influenced by the social status of the soldiers. Therefore, the contribution of this research is by emphasizing that convertibility is interacting with social status. This social status can be reinforced during military service, as I will demonstrate, and can improve the convertibility of those who already have it.
2. **Eraldo Olivetta (Department of Economics and Social Sciences, Mathematics and Statistics, University of Torino, [eraldo.olivetta@unito.it](mailto:eraldo.olivetta@unito.it))**  
***Leadership, morale and cohesion: What should be changed?***  
Cohesion is essential for operating efficiency and, as we know, the unit's morale may influence it incisively. Which are the factors influencing Military morale in a stress situation of war? What has a good leader to do in order to manage them? Analyzing the experience of Italian Military in Afghanistan, this paper tries to reflect on a new leadership style which comes from the commanders' experience in an asymmetric war context. A change from an authoritarian style towards a transformational leadership; but also the ability to manage

diversity about the situation, the different actors and the multiples factors influencing morale, mean a change in Military professional too.

**3. Morten Brænder (Department of Political Science, Aarhus University, mortenb@ps.au.dk)**  
***Beyond I/O – The societal consequences of excitement motivation***

In his path-breaking 1979-article, "From Institution to Occupation", Charles Moskos suggested that the transition to the All Volunteer Force signified a "major thrust toward the occupational model". Following the occupational model, the military is organised according to market logics, where "extrinsic" motives – such as salary, education, maternal leave and other benefits – are essential for recruiting and reenlistment. Such motives thus replaced "intrinsic", or institutional, motives, elements comprehending the values of both Huntington's professional officer corps and Janowitz' draft military. In this paper, I suggest that combat soldiers today also serve for a third kind of reason – excitement motivation – captured neither by the institutional nor the occupational model. Granted, this can be viewed as a return to the intrinsic values signifying the institutional model. Yet, unlike institutional motives such as duty, patriotism and service branch identity, excitement motivation is a thoroughly hedonistic drive. It is not pursued in order to achieve higher societal goals, but merely to serve the self-interest of the individual. Using survey data and in-depth interviews with Danish combat soldiers, deployed to Afghanistan in 2011, I demonstrate the importance of excitement motivation, and I discuss how this thrust toward hedonism may affect the legitimacy of the military.

**CIVILIAN CONTROL OF THE MILITARY**

**Panel Title: Civilian Control of the Military in Authoritarian and Post-Authoritarian Nations**

**1. Philip Lorenz (Institute of Political Science, Heidelberg University, philip.lorenz@ipw.uni-heidelberg.de)**

***NGOs and institutional reform in Indonesia's new democracy***

Government assistance to civil society or non-governmental organizations in newly democratizing countries is considered a viable backup solution if government-to-government assistance (G2G) is impossible or unlikely to succeed. Still, as soon as G2G becomes possible, assistance funds are usually shifted away from civil society. In this paper I argue that providing funding for local non-governmental organizations to coordinate and network activities can result in considerable improvements to the institutional reform process in young democracies. The paper studies the contributions of several Indonesian NGOs to the institutionalization of civilian control over the military between 1999 and 2013 and employs causal process tracing to determine the actual legislative impact of lobbying and protest activity the groups conducted. Largely verbatim transcripts of more than 200 internal and lobbying meetings and comparisons of different government and civil society draft laws provide the basis for determining the extent of NGO influence as well as the determinants of success and failure of influence attempts. The theoretical model is based around the idea that successful NGO influence will be more difficult and require use of more assertive tactics if demands are in conflict with decision-maker basic interests or call forth military resistance. The study demonstrates that networking funds provided by international donors like USAID's Office of Transition Initiatives and the British DFID helped establish links between more critical human rights groups and more constructive think tanks and expert groups. Together, these groups not only stopped problematic legislation, but pushed government and parliament to pass more reformist laws than otherwise intended despite military resistance. Once network funding was reduced and the link between the different groups weakened, constructive contributions to the reform process became more

difficult and influence regressed to less constructive pure protest activities. The results have implications for the way democratic activists can combine their lobbying and protest potential to contribute to democratic consolidation and improvements in democratic quality more effectively. Also, the results indicate that government donors should reconsider the way they choose local partners and the timing of shifting from NGO assistance to G2G especially in security sector reform initiatives.

**2. David Kuehn & Aurel Croissant (Institute of Political Science, Heidelberg University)**  
***Establishing civilian control of the military in new democracies: Evidence from the third wave of democratization***

Institutionalizing civilian control over the military is a crucial challenge for newly democratized nations. This paper aims to answer the question how and under which circumstances civilian control can be established after the transition to democracy. In this, we shortly review the existing explanations of civil-military relations in new democracies and find that they pay insufficient attention to complex interactions between different explanatory factors and neglect the agency-structure nexus in explaining political outcomes. Based on this discussion, we then present a theoretical model that centers on the interaction between structural, institutional and ideational variables and strategic behavior of elected civilian decision-makers to explain the success or failure to institutionalize civilian control in new democracies. We then present an original dataset of civil-military relations in 67 countries that have experienced a transition from authoritarian rule between 1974 and 2010 and run a fuzzy set Qualitative Comparative Analysis (fsQCA) of these countries, in order to identify necessary or sufficient conditions for the successful establishment of civilian control. We find that no single explanatory factor can be considered necessary, and identify a number of complex variable combinations that could be sufficient to explain the success or failure to institutionalize civilian control in new democracies.

**3. Rosaria Puglisi (Istituto Affari Internazionali, Rosariap@yahoo.com)**  
***Citizens' vs civilian control of the security sector in post-Maidan Ukraine***

The temporary implosion of the Ukrainian State, in the aftermath of President Yanukovich's departure from office in February 2014, brought to the fragmentation of the security sector and the proliferation of security providers. Eroded from within during the Yanukovich years, law enforcement agencies and armed forces discredited themselves during the Maidan demonstrations and proved unable to fulfil their primary security functions. In the form of self-defence groups, volunteer battalions and massive popular fundraising to support the military effort in the East, civil society stepped in to fill in a gap that weak state institutions had created and to provide services that would normally fall within a state's remit. One year later and with military operations still on-going, the question remains of ensuring the democratic control of the security sector. Balancing out between increased popular participation and populist tendencies is a challenge. Especially at a time when state institutions, engaged in a set of demanding reforms and facing a financial default, remain fragile. This paper reviews the plethora of civil society's and state institutions' initiatives aimed at reforming law enforcement agencies and the armed forces and assesses attempts at introducing effective forms of democratic control.

**4. Marwa Maziad & Amr Yossef (amr.yossef@aucegypt.edu)**  
***A military regime? Reconsidering Egyptian civil-military relations***

Extant literature on Egyptian civil-military relations predominantly portrays the country as ruled by a "military regime," assuming that since all Egyptian presidents in 1952-2011 were former Egyptian Armed Forces (EAF) officers, then the presidency and the military leadership would

share the same interests. Even when the revolution brought an elected civilian President, the argument goes, the EAF intervened and had one of its own elected to the Presidency in 2014. The reality of Egyptian civil-military relations, however, appears to be more complex. Analyzing the EAF-related legislation, this paper argues that even when the President is a former military officer, the presidency and the military have usually engaged in bargaining, in which the Presidency seeks control and security while the military seeks resources and autonomy. This argument is supported by evidence from EAF-related legislation in three critical junctures: 1) In 1968, "Armed Forces Command and Control Act," was issued after the catastrophic defeat of June 1967, to restore the full command of the EAF to the President. 2) In 1980, following the 1979 peace treaty with Israel, the Law establishing the National Service Projects Organization (NSPO) was issued, legislating the new economic role the EAF would assume. 3) In 2011-2013, suggestions for "military guardianship" were made by the EAF leadership to exempt it from being at the "discretion" of the new civilian President, whose ideology was still suspect. Under the Islamist President Morsi, the 2012 constitution included almost all the military's demands. The 2013 constitution reinforced this status and was followed by a series of laws in 2014 that legalized the EAF's autonomy further. Methods will include textual analysis of legal texts; qualitative discourse analysis of the media coverage; and historical process-tracing. Evidence will demonstrate that upon a game-changer, either the Presidency or the military leadership or both would attempt to adapt, bargain, and agree on new rules of the game, and legalize these new rules. The stress on legalization is important because it shows that things took place inter-institutionally and not within a single monolithic military institution— even if the President used to belong to it in the past.

## VETERANS IN THE MILITARY

1. **Angela Campos (Centre for Life History and Life Writing Research, School of Media, Film and Music, University of Sussex, [adcf20@sussex.ac.uk](mailto:adcf20@sussex.ac.uk))**

***We were thrown into the rubbish bin of history: A dialogue with veterans of the Portuguese colonial war (1961 – 1974)***

Between 1961 and 1974, Portugal sent around one million conscripts to Angola, Mozambique and Guinea, then Portuguese 'overseas provinces' in Africa, in order to maintain sovereignty over those territories. This process, commonly known as 'the Portuguese colonial war', ended in April 1974 with the democratic revolution initiated by the Portuguese Armed Forces in Portugal. Ever since, veterans of this war have been visibly enveloped in shame and neglect, often feeling historically dismissed and socially excluded. Portugal's uneasy relationship with its colonial past critically invites the oral historian to acknowledge and understand these ex-combatants' war experience and its aftermath. Drawing upon extensive oral history interviews with Portuguese ex-combatants, this paper will argue for the significance of employing oral history – and further life history approaches – towards a wider reflection on the Portuguese colonial war informed by the narratives of its veterans.

2. **Elin Gustavsen (Norwegian Institute for Defence Studies, [egustavsen@ifs.mil.no](mailto:egustavsen@ifs.mil.no))**

***The veteran experience from a spousal perspective***

This paper examines how spouses of Norwegian Afghanistan veterans experience their situation. The research builds on interview data with partners of veterans who have been deployed and investigates how they experienced the separation and what meaning they assign to the veteran experience from a spousal perspective. The study focuses in particular on how Norwegian

society facilitates their meaning construction and how the societal context influences how they frame this experience and how they interpret their role as a veteran partner.

**3. Yvon de Reuver (Netherlands Veterans Institute, [y.dereuver@veteraneninstituut.nl](mailto:y.dereuver@veteraneninstituut.nl))**

***How bonding among veterans influences the experience of social recognition***

Some veterans identify very strongly with the idea of “being a veteran.” These veterans appreciate other persons because they are veterans too, but they can also dismiss others because they aren’t veterans. Veterans often state that only other veterans can truly understand them. Sometimes that’s why they choose not to share any of their experiences with non-veterans, since those people will not get it anyway. At the same time, these veterans seem to expect acknowledgement and appreciation from non-veterans in society. The question is, however, how a veteran can expect non-veterans to acknowledge and appreciate his or hers contribution to society, if the veteran is also under the impression that non-veterans won’t understand it anyway and therefore does not share his or her experiences. When people do not know what exactly to appreciate, why would they show appreciation, and if they do so, what is it worth? Therefore, in my PhD research, I want to study how the collective identity of veterans interacts with the sense of social recognition they experience or expect from non-veterans in society. Important questions are how veterans construct their collective identity, how veterans view society, how they express their veterans’ identity and how their collective identity influences the way they interact with society. In this paper, I will present the theoretical framework for my PhD research. Important concepts will be collective identity, cultural communication, presentation of self and organizing practices.

**4. Jacco Duel (Netherlands Veterans Institute, [j.duel@veteraneninstituut.nl](mailto:j.duel@veteraneninstituut.nl))**

***Looking back on the mission: What makes veterans longing for their past mission(s)?***

Camaraderie, cohesion and the ‘band of brothers’ are well known aspects of military life for soldiers and veterans. In our study, we investigated whether these social aspects of military life during deployment are paramount among the reasons for veterans’ longing for their past mission(s). We sent a questionnaire to 6000 Dutch veterans who left the military service. Besides several demographic aspects (e.g., age, rank when being deployed, mission(s), marital status), we asked the respondents whether they longed for their past mission(s) once in a while. In addition, we asked the veterans in how far 24 characteristics applied to their mission(s). Half of these characteristics were negative experiences (e.g., frustration, anger, guilt, powerlessness) and half of them were positive experiences (e.g., recognition, pride, comradeship, gaining life experience). We conducted several analyses (exploratory factor analysis, discriminant analysis, and logistic regression analyses) to determine the relation between longing for the mission and mission characteristics. In total, 2814 veterans filled out the questionnaire. Almost two-thirds of them (61%) longed for their past mission(s) once in a while. Contrary to what was expected, the social aspects of military life were important, but not the most determining factors for veterans longing for their mission(s). Aspects of pride, gaining life experience and broadening one’s horizon appeared more important. Apparently, the way of living, the circumstances under which one was deployed as a soldier and one’s achievements were unique and appeal veterans even decades after deployment. The paper discusses the implications of our findings.

13.30 – 14.30 Lunch

14.30 – 16.00 **PARALLEL SESSIONS 4**

#### **MORALE, COHESION, AND LEADERSHIP**

1. **Elisheva Rosman (Department of Political Studies, Bar Ilan University, Elisheva.rosman-stollman@biu.ac.il)**

*Identities we think we have—Why the military might help build nations in their own mind*

What happens when people believe an academic theory to be true? Does this belief have further implications? Can this happen even if reality indicates the theory in question is mistaken? This theoretical idea becomes an empirical puzzle when examining Israelis after their compulsory military service. After being discharged from military service, many Israelis believe that their military service in the Israel Defense Forces (IDF) changed their social identity and are visibly affronted that anyone would refute contact hypothesis: that a meaningful shared experience (such as military service) is able to change social perceptions. However, it seems that they believe in a theory that does not truly manifest itself in reality. In his thought-provoking article, “A School for the Nation? How Military Service Does Not Build Nations and How it Might”, Ronald R. Krebs argued against this accepted understanding of military service as a social tool. He posited that the military cannot truly close social gaps. At best, the effect of military service is short-term. This argument has become more accepted when discussing social roles of armed forces. However, perhaps the discourse regarding whether or not contact hypothesis is valid is irrelevant: we should not be looking the theory itself, but at what individuals do with the theory: how they think the theory affects them. Therefore this paper asks: does the belief that military service changes the social identity of soldiers have implications for the way veterans view themselves and their social context, even if this belief is unfounded? Using two empirical examples from a conscription-based military (Arab-Israeli Christians and Religious-Zionist Jews in the IDF), this paper explores how belief can influence actions regarding the social role played by the military. While the paper does not attempt to arrive at comprehensive conclusions, it aims to raise this puzzle and begin the search for possible answers.

2. **Eyal Lewin (The Association of Civil-Military Studies in Israel, Ariel University, lewin1212@gmail.com)**

*The importance of national ethos in military victories*

When nations are violently threatened the choices that they make in order to cope with the challenge of war reflect different alternative possible reactions. They may choose to fiercely fight their battles; they may prefer to surrender, and sometimes the options lay in-between. One puzzle is, therefore, what makes nations fight, and more importantly – what causes them eventually to win or to lose the war. In search for an answer, this study inquires through secondary sources three historical case studies from World War II: Britain, France and Germany, and reviews how each of these major European powers acted throughout the war. After each historical description, the study examines the part that national ethos played in the manner in which each state handled war in moments of crisis. The national ethos of a people is the creed formed from the shared values and traditions through which the nation views its past, present and future; it is the integrating element that defines a nation’s identity and bonds it into a coherent social group. The study reveals how national ethos is intertwined with another phenomenon of social psychology that turns it into a crucial factor in the management of

international campaigns: war enthusiasm. Since national ethos is so crucial for the results of the war that a country might lead in order to survive or prosper, it is imperative for decision makers to bear in mind that it is also subject to a process of shaping and reshaping, as the Soviets have proved in relation to their Russian national ethos during World War II. A word of caution, however, is noteworthy: a wide historical perspective shows that even though the right kind of national ethos is essential for winning a war it is far from being enough. Hence national ethos proves, at the end of the day, to be a necessary condition for military victory but certainly not a sufficient one.

**3. Magdalena Baran-Wojtachnio & Michał Weseliński (Military Centre for Civic Education, Military Office of Social Research, m.weselinski@wp.mil.pl)**

***Social diversity in the armed forces: On the soldiers' attitude towards differences***

Each social structure implies different statuses and roles, due in part to the social and cultural background of its members. This introduces the concept of otherness which leads to estrangement. (What is strange is unfamiliar, as in the writings of Alfred Schütz). Along with this comes a sense of incomprehension, weirdness, but also anxiety, fear and insecurity. Otherness becomes alienation, which incites negative emotions. Perception of human behavior in these terms allows to understand the core of antagonisms, hatred, as well as the fascination and aspirations between and of the groups (e.g. ethnic, racial, religious or any other). The army is categorized as total institution. It is hierarchical, bureaucratic, with predominant formal relations, having its own norms and traditions. Does such institution is a place for social diversity? The article is an attempt to answer this question in the case of the Polish Military Forces. Empirical study conducted by the Military Center for Civic Education provide the conclusion that the military community in Poland is willing to accept the social and cultural differences among professional soldiers. The only exception are the explicit same-sex sexual preferences. On the other hand, real tensions arise between higher and lower ranks over financial and social privileges, but these are of structural nature.

## **GENDER AND THE MILITARY**

**1. Orna Sasson-levy (Bar Ilan University, orna.sasson\_levy@biu.ac.il) & Edna Lomsky-Feder (Hebrew University, edna.lomsky-feder@mail.huji.ac.il)**

***Military service and shaping women's emotions***

Military service is the embodiment of citizenship and should thus be understood as “the étatisation of minds and bodies” (Mitchell 1999). Following this assumption, the panel will focus on the ways Israeli militarism shapes the emotions of its citizens in relation to military service. As militarism is a highly gendered social construction, the emotions it arouses, whether of identification or resistance, are likewise always gendered. We shall demonstrate that that alongside the de-gendering processes taking place in the Israeli military (such as gender integration of military courses and opening combat roles to women), are processes of re-gendering that operate especially through shaping women’s emotions. Such management of emotions becomes a central mechanism of maintaining gender power relations in the military. The proposed papers explore how women’s emotions are shaped in military service through the analysis of three “loaded situations”: women in position of power, sexual harassment, and conscientious refusal.

**2. Tair Karazi-Presler (Department of Sociology and Anthropology, The Hebrew University of Jerusalem, tair.karazi-pres@mail.huji.ac.il)**

***Between empowerment and shame: Retrospective view of power among women military officers***

The paper examines the meanings that women who served as junior officers in the Israel Defense Forces (IDF) attribute to their experiences with power in an extremely gendered organization, and how this experience has been reflected later in life?

Unlike previous studies, which primarily dealt with the structural processes that produce gender inequality in access to power - both at the macro level and at the level of social organizations - my study deals with the phenomenology of power by women who used power by virtue of their military service as officers. Analyzing twenty five in-depth interviews, my main argument is that the meanings the women officers ascribe to their military service involve ambivalent experiences with power. These experiences are perceived as strengthening and enriching, but simultaneously as shameful and traumatic. Though it outwardly seemed that they belonged to a dominant social group (most of the interviewees were of Ashkenazi origin, and the great majority belonged to the upper or upper-middle class) and that they enjoyed professional prestige and served in an appreciated roles, they often felt excluded and weakened. Therefore, I believe that this ambivalent perception of power is the product of immanent tension between a sense of being dominant and of being marginalized, or between a sense of privilege and having a limited ability to exercise it, which characterizes the multiple social positions of these women in the inequality regimes of the Israeli military.

**3. Orna Sasson-levy (Bar Ilan University, [orna.sasson\\_levy@biu.ac.il](mailto:orna.sasson_levy@biu.ac.il)) & Edna Lomsky-Feder (Hebrew University, [edna.lomsky-feder@mail.huji.ac.il](mailto:edna.lomsky-feder@mail.huji.ac.il))**

***Gray areas of sexual harassment: Managing emotions and maintaining gender power relations in the military***

Retrospective interviews with young Israeli women (aged 30-35) telling about their military service show that sexual harassment is an inherent part of Israeli military culture. This is not an epidemic of sexual assaults such as that in the US armed forces, but rather an ongoing, everyday phenomenon stemming from serving in a male chauvinist environment that perceives women primarily as sex objects, in order to present them repeatedly as the Other in the army. The phenomenon is so ubiquitous that we propose calling it "sexual harassment culture". Its daily manifestations are widespread and almost normative, that part of women's military experience is the difficulty in defining for themselves whether or not they were sexually harassed. Although the former soldiers described a wide spectrum of behaviors causing them to experience offense, embarrassment, or actual physical discomfort, they did not know if these are indeed incidences of sexual harassment, and therefore found it difficult to act against them. These behaviors, then, represent "gray areas" from an interpretive perspective. One could argue that these gray areas of sexual harassment are a "natural" result of a chauvinist culture, which emphasizes women's objectification and exclusion. However, we argue that the fuzzy space wherein women do not know whether they have been harassed is actually a social construction that acts to maintain the perception of woman as sexual object. In other words, despite the fact that today the IDF has clear legislation, education, and punishment regarding sexual harassment, the military culture succeeds in preserving the phenomenon of sexual harassment in daily military life by shaping it as a domain that cannot be clearly defined. Thereby, great difficulty is created for women to cope therewith, not to mention to lodge a complaint. The structuring of this gray area that so frequently produces the experience of harassment /not harassment constitutes the

experience of military service as an unsafe space for many of the women soldiers, thereby perpetuating the gendered power relations in the military.

**4. Erica Weiss (Tel Aviv University, weiss.eric@gmail.com)**

***Feminized Emotions or Feminist Emotions? Shaping women's resistance to militarism in Israel***

This paper considers the gendering of women's resistance to military service in Israel. There is a movement of young women who object to military service on feminist grounds, specifically to the military's overt privileging masculine traits and sensibilities, which casts women's contribution as perpetually inadequate. This involves a principled opposition to stereotypically masculine characteristics as hierarchy, aggression, and machismo, and a simultaneous embrace of what they believe to be feminine modes of social interaction such as acephalous decision making and respect for emotional concerns. At the same time, the Israeli military has also engaged in significant efforts to feminize resistance to military service. However, for the military it is not a feminist feminization of resistance but a derogatory feminization of resistance. This has resulting in coinciding but conflicting efforts to cast the emotions of resistance to militarism as feminine emotions, a paradox of values that will be explored in this paper.

**MILITARY PROFESSION**

**1. Uzi Ben-Shalom (Ariel University, Department of Sociology and Anthropology, Uzibs@ariel.ac.il)**

***Changes in training for the military profession in Israel – The case study of the Tactical Command College***

The Tactical Command College (TCC) is an attempt to carry out meaningful change in the training of commanders in the IDF Ground Forces. Its purpose is to provide comprehensive academic military training, as a condition for being commissioned as a company commander. This paper examines how the College is perceived by commanders in the Ground Forces, as well as how the position of company commander is perceived. The findings show that among commanders there is a disagreement between the practical approach, which emphasizes a commander's experience in the field, and the systematic approach, which emphasizes long-term professional development. These attitudes influence the approach to military training at the College and also influence the assessment of the importance of practical, technical, and moral elements that are part of the company commander's approach to his position. The first approach sees the training provided at the College as coming at the expense of practical soldiering qualities. In their view, these qualities are a pre-condition for military command. The second approach, meanwhile, sees military training and practical soldiering as complementary fields, particularly in the long-term. A positive attitude towards the College is connected to the professional orientation of the commanders, their training, and their age. This study suggests the development of a conception of a professional combat officer in the IDF, which differs from the accepted description in the literature, of the Israeli officer as a "practical soldier." This essay discusses the components of this conception, as well as social and professional factors that influence the possible development of the military profession in Israel.

**2. Motty Safrai (motty.ariella@gmail.com)**

***The IDF permanent corps: The volunteer iceberg of "the people's army"***

The unique situation of the IDF – the last western army based on a wide compulsory conscription, has been widely discussed in the civil-military literature. However, the permanent

volunteer corps has always been considered as the professional section of the IDF, where both officers and NCOs consider their service as a career. The permanent corps is discussed in the Israeli media in occupational terms, and many criticize early retirement arrangements of the non-combat serviceman, comparing them to other civil servants. However, the permanent corps cannot detach itself from the values and culture of the majority – still based on compulsory service or reserve force. In the IDF, recruitment to the permanent corps is almost always directly after the compulsory service. Moreover, all the officers and many NCOs are forced to add a period to their compulsory service in which they enter the permanent corps. They start getting a salary, but many still view their service as an "extension" of the compulsory service. Cuts in the budget and social criticism led the IDF to rely on young volunteers under temporary contracts. These developments delay the process of professionalism in the permanent corps. Today, the permanent corps combines institutional and occupational features, and is strongly influenced by the unique social and organizational aspects of the IDF.

**3. Jurate Novagrockiene (Military Academy of Lithuania; [Jurate.Novagrockiene@tspmi.vu.lt](mailto:Jurate.Novagrockiene@tspmi.vu.lt))**  
***Is the Army a mirror of intolerance and discrimination in society: Case of Lithuania***

The presentation aims to discover how similarities and differences in the attitudes toward racial, ethnic, disabled and other groups of society are represented in the Lithuanian Army and the general public. Comparative analysis of both groups is based on Survey data of public opinion and soldiers of the Lithuanian Land Forces as well as cadets of Military Academy of Lithuania in 2013. For the collection of there were used adapted methodology and scales of intolerance integrated in a questionnaire. Besides, were made in-deep interviews with some officers and cadets in order to understand base and origins of intolerance or discrimination. The main finding of the research discovered unexpected phenomenon, that the main dimension of discrimination and intolerance in the Army is intolerance to psychological and physical weakness as well as professional incompetence of a soldier instead of ethical, racial and by the age intolerance which in some cases much higher in society. Such finding leads to reasoning that the Army is not a mirror of society because the profession is a stronger factor than belonging to social group by creation of value system of personality. Certainly, that conclusion calls to deeper and broader investigation of other profession's influence to tolerance of personality.

**PUBLIC OPINION, MASS MEDIA, AND THE MILITARY**

**1. Heiko Biehl–Leitender (Wissenschaftlicher Direktor, [HeikoBiehl@bundeswehr.org](mailto:HeikoBiehl@bundeswehr.org))**  
***Support our troops! Who does and why?***

In most Western countries majorities of academics, observers, and soldiers perceive the public attitude towards the armed forces as indifferent – at best. The empirical studies which this assessment is based upon have mostly compared the attitudes and opinions of soldiers and civilians, and have come to see the apparent discrepancies as a sign of crisis and estrangement. This paper takes a different route, i.e. considering citizens' public behavior towards the military rather than mere attitudes as the central indicator for the state of civil-military relations. This involves covering the whole spectrum of behavior towards the military, support and protest, and not only than the willingness to join the profession of arms. Accordingly, a scale was developed and used in representative public surveys to record different actions performed in favor of and against the armed forces in Germany and other European countries. The results show that in each country considered, large parts of the public actually have supported the military over the course of the last twelve months. Furthermore, multivariate analyses reveal that contact with and attitudes towards the military are decisive factors for

citizens' behavior. Hence, there seems to be no empirical justification for the impression that the public takes up an indifferent, negative or even hostile attitude towards the military.

**2. Glen Segell (glen@segell.com)**

***Public opinion, mass media and the new Iraq army***

Following the US led coalition that toppled Saddam Hussein and the Ba'ath Party from power in Iraq a conundrum emerged. The Iraq Army had been totally dismantled yet the security situation of a cycle of violence between Shia and Sunni and the emerging Iranian threat demanded an effective security force both domestically and to protect the sovereign borders. Such a force was created and trained by the coalition yet faced numerous hurdles to being successful. One of which was its diverse composition of Sunni, Shia and Kurd and another was its diverse areas of deployment also being Sunni, Shia and Kurd. Regulating and managing the diversity and the inherent conflict within the ranks and on the streets necessitated an information operation in the mass media to influence public opinion and those serving in the new Iraq Army. The ultimate goal was to bring security to Iraq and create an effective security force to do so. This paper will present the findings of the measures of effect of this information operation.

**3. Thomas Ferst & Tibor Szvircsev Tresch (Swiss Military Academy at the ETH,  
Thomas.ferst@vtg.admin.ch & tibor.szvircsev@vtg.admin.ch)**

***Threat perception in the Swiss population***

Known as the "security survey", this annual publication serves to describe and interpret tendencies and trends in the Swiss voting population's opinion making. It does so by means of annual representative surveys. Attitudes towards foreign, defense and security policies are being measured, and then interpreted in the light of opinion-forming events. Topics covered are individually perceived levels of security and threat, assessment of Switzerland's future and the future of the state of the world, political opening vs. autonomy, neutrality, international cooperation, organizational structure of the armed forces and general questions pertaining to the armed forces.

**4. Marten Meijer (North Atlantic Treaty Organization, Joint Warfare Center Stavanger,  
marten.meijer@jwc.nato.int)**

***Strategic communication in a military alliance***

The North Atlantic Treaty Organization (NATO) is a military Alliance with 28 member nations in Europe and North America. Being founded in 1946, NATO has a long and strong track record of successful deterrence, as no direct attacks on NATO nations took place since 1946. This article describes the basic values of NATO strategic communication, freedom and brotherhood, which appear to be the most powerful weapons of NATO, as it prevented armed conflict in NATO nations during these many decades. In the past decade, NATO started offensive military actions in Afghanistan and Libya against terrorism. NATO also launched a counter piracy operation in the waters around Somalia. This article examines how the basic values of NATO strategic communication apply to these operations. From this analysis it appears that the basic value of freedom was not exploited to the fullest in the strategic communication on these operations. The basic value of brotherhood could have been exploited better also. Recommendations are made to improve the use of the basic values of freedom and brotherhood in NATO strategic communication.

**5. Justyna Branicka (jubranicka@gmail.com)**

***Public perception of army vs image and prestige of the military profession***

One of the factor influencing perception of the army in society is the way of its presentation in mass media. According to the latest Military Centre for Civic Education, Military Office of Social Research survey more than half of surveyed soldiers thinks that the manner of presenting army's matters by media creates positive image of RP armed forces among citizens. Nevertheless they found it hardly impartial. Ongoing armed combat in eastern Ukraine implies questions regarding security of Polish citizens and as a result queries defensive capability of Polish Army (herein soldiers training, experience of commanding officers, equipment). At a time of many changes taking place in Poland, citizens represent fairly high level of confidence in army, which has been indicated by public confidence polls. Although, despite of greater defensive needs (conflict in Ukraine, terrorism) usefulness of soldier profession has not increased from 2009. It is possible that wider interest in voluntary civil defence formation membership is the answer to no appreciation in evaluation of professional officer prestige. The analysis considers opinions and views of military community about media and matters of molding polish army image by military and civil media.

**16.00 – 16.30 Coffee break**

**16.30 – 18.00 Business meeting and awards ceremony**

**18.00 – 19.00 Research Committee on Armed Forces and Conflict Resolution (RC01) Business Meeting**

## **Thursday 11 June**

**09.30 – 10.00 Coffee**

**10.00 – 11.30 PARALLEL SESSIONS 5**

### **MORALE, COHESION, & LEADERSHIP**

- 1. Agniete Zotkeviciute (General Jonas Zemaitis Military Academy of Lithuania, agniete.zotkeviciute@mil.lt)**

***The manifestation of cultural awareness of military personnel participating in international operations: A case study of the Lithuanian armed forces***

Armies of NATO countries more and more frequently participate in stabilization, peace enforcement, security or humanitarian operations implementation which requires the ability of military personnel to adjust to the changing nature of international operations by getting involved in social interaction with other cultures, gaining the support of the local population and reduce their support to the opposition; thus, in implementing NATO and European Union commitments, successful implementation of international operations becomes inseparable from cultural awareness of military personnel. The aim of the presentation is to determine how and on what basis it would be possible to assess cultural awareness of the military personnel participating in international operations as well as reveal the manifestation of cultural awareness of the Lithuanian military personnel participating in international operations. In the first part of the presentation, cross-cultural, regional/culture specific and language competences constituting cultural awareness and formal and informal methods of their acquisition are

defined on the basis of the peculiarities of the cultural awareness of military personnel revealed; a created model of cultural awareness is presented. In the second part, the cultural awareness competences and methods of its acquisition of the Lithuanian military personnel that have participated in international operations is empirically assessed. Having assessed the cultural awareness of the Lithuanian military personnel that have participated in international operations, generalizations and recommendations concerning the cultural awareness of military personnel are provided.

**2. Liesbeth Gulpers (Radboud University, Nijmegen Institute for Management Research, l.gulpers@fm.ru.nl)**

***Organizing for moral excellence in the military: A theoretical exploration and demonstration through casuistry***

This paper develops a virtue ethical perspective on moral military behavior in relation to the infrastructural design of the military organization. To this end, Aristotelian virtue ethics is integrated with insights from social cognitive theory on moral behaviour and development and insights from sociotechnical systems theory on the design of organizations. This results in a normative theory on the design of the military organization to facilitate moral development and moral behaviour. I demonstrate the usefulness of this theory by applying it to casuistry taken from military operations in which the Netherlands participated: SFIR, UNPROFOR and ISAF. The theoretical contribution of this paper is threefold. First, by integrating virtue ethics with social cognitive theory, an enriched, empirically realistic virtue ethics is developed (see Flanagan 1991). This serves as a theoretical basis to understand the psychology of human flourishing and moral responsible behavior. Second, several authors (for example Weaver 2006; Weaver et al. 1999; Wines 2008; Bragues 2006) have observed that some organizational structures are less suitable to accommodate human flourishing, but few have attempted to design structures or to develop design parameters for organisations aiming for moral excellence. My paper contributes to closing this gap by providing insights on what organizational structures, and especially divisions of labour, are conducive to moral behaviour. Thereby, moral responsible behaviour is grounded in everyday organizational activities, which is thought to enhance moral performance (Weaver et al. 1999; Tenbrunsel et al. 2003). Finally, by applying the theory to casuistry from military practice, insight is created in how the organizational structure of military crisis organisations can contribute to, hinder or even obstruct human flourishing. The practical implications for the military organization, aiming to encourage and facilitate moral military behavior concern the design and redesign during crisis management operations.

**Outline of the paper**

The paper starts with the development of a theoretical framework for facilitating moral behaviour and development in organizations based on Aristotle's ethics (Aristoteles 2005). This framework is expanded by including insights from social cognitive theory and socio-technical systems theory. Virtue ethics conceives of moral excellence as 'living the fulfilled human life', which consists in the development and application of the virtues. In addition, Aristotle positions the good life squarely in the context of social relations, in particular the polis (Aristoteles 2005; Aristoteles 2012). Combining these aspects of Aristotelian thought, I sketch the demands virtue ethics imposes on individual military personnel, the military organisation and society. By relating insights from social cognitive theory regarding moral identity (Narvaez & Lapsley 2009; Blasi 2005; Aquino & Reed 2002), moral development (Lapsley & Narvaez 2004; Bandura 1991) and ethical expertise (Dreyfus & Dreyfus 2004; Narvaez & Lapsley 2005; Hulsey & Hampson 2014) to virtue ethics the psychological processes involved in the development of moral virtue and practical wisdom are elaborated. In terms of social cognitive theory, human flourishing consists

of the development of moral identity, moral motivation and ethical expertise. Organizations attempting to facilitate human flourishing should contribute to the development of these characteristics. Socio-technical systems theory is used to develop a set of design parameters for organizational structures (i.e., divisions of labour) supporting human flourishing (De Sitter 1994; Kuipers et al. 2010; Achterbergh & Vriens 2009). In the second part of the paper three cases drawn from military operations in which Dutch personnel participated are presented (UNPROFOR, SFIR and ISAF). These cases are analysed using the theoretical framework developed to demonstrate how moral development and responsible behavior is enabled or hindered in the context of crisis management operations. The first case (UNPROFOR) suggests a process of moral numbing as a result of small-scale, routine tasks and a lack of oversight on the aims and processes of the operation. The second case (ISAF) shows that moral behavior can be expressed as acts of protest and defiance when the organizational structure does not facilitate actions in accordance with one's sense of moral responsibility, professional skills and expertise. This may result in an informal redesign of the organization. The final case (SFIR) demonstrates how moral virtue and practical wisdom can be developed in tasks characterized by high regulatory potential, contributing to human flourishing. One of the effects is 'anticipatory' moral behavior, i.e., behavior aiming to prevent moral issues from occurring. By way of conclusion I reflect on the implications of this study for the military organization and organizational design for and in the context of crisis management operations. Currently, military organizations mix and match the various skills and equipments necessary to achieve operational goals. This creates opportunities to design organizational infrastructures that are supportive of moral behavior and moral development during military operations. Furthermore, processes of organizational redesign during deployments, which the casuistry demonstrates, may further improve or frustrate the possibilities for moral military behavior.

**3. Bendik Baasland (Norwegian Defence University College, [bendik.baasland@nih.no](mailto:bendik.baasland@nih.no))**  
***Living with killing***

In the last decade, there has been a massive increase of war experience among Norwegian soldiers. Many of them have conducted violent actions and return to a peaceful society where most people are spared from this kind of experience.

This paper will discuss how the soldiers view their actions in war and how they come to terms with their experiences. In battle, their lives depend upon everyone performing when it matters. This requires complex individual and joint training, and their physical and mental skills as soldiers are tested in situations with high physical risk. Many soldiers show great courage and demonstrate their abilities and skills in convincing matters on the battlefield. However, in doing so, it may lead to the death of other people. Their actions, which on a professional level might be considered as excellent performances, can at the same time be difficult to justify morally. This potential inner conflict is the basis of this paper.

How does the war experience of taking another life, affect veterans as professional soldiers and moral beings? This paper will present the preliminary findings of in-depth interviews with Norwegian soldiers who share the experience of killing in action.

## **MILITARY PROFESSION**

**1. Marién Durán (Universidad de Granada, [mduranc@ugr.es](mailto:mduranc@ugr.es)) & Rafael Martínez (Universidad de Barcelona)**  
***Spanish officer and commander in asymmetric warfare operations***

The purpose of this communication is to present the results of the project on "Officer and Commander in Asymmetric Warfare Operations" for the Spanish case. The research tries to understand the changes that happen in the exercise of command when operating in asymmetric warfare environments, as well as the way these changes might affect quantitatively and qualitatively in the realm of the professional preparation/training of military commanders. The research aims to test the following hypothesis: military participation in international operations in the frame of asymmetric warfare promotes changes in the militaries' mentality and the way these soldiers act and operate. In order to demonstrate the hypothesis, a sample of 24 Army officers Spanish of all ranks has been taken. The interviews intended to verify the working hypothesis in two respects; on the one hand to obtain/know about the pre-deployment training prior to go to the mission, and on the other, what has been the added value provided by the experience acquired on the field. The novelty and relevance of the proposed research is certainly undeniable since in the Spanish Army there is no work conducted so far following the scientific method that has specifically analyzed the changes of the exercise of command in the environments of asymmetric warfare, and how it has encouraged a change in the mindset and professional way to operate. Thus, the added value is not only to study these changes, but also to perform comparative studies with other countries that have carried out identical researches and with other previous researches conducted with the Spanish troop (project conducted during 2010-2011).

**2. Blaise Nkfunkoh Ndamnsah (Defence Studies, University of Ljubljana, ndam\_blaise@yahoo.co.uk)**

***Diversity and cultural issues in multinational collaborations: Case of the Italian-Slovenian-Hungarian EU's-battle group***

The Italian-Slovenian-Hungarian Battle Group has its roots in the Trilateral Brigade created in the second half of the 90s. This was an Italian initiative taken by the government of former Prime Minister Prodi, within the context of other political accords, to further cooperation between Rome, Ljubljana and Budapest. The unit was eventually deployed for peace-keeping operations in the Balkans and Afghanistan.

The Battle Groups – originally thirteen and now up to nineteen – were established in 2005 in the wake of the European Security Strategy, and are now part of the European Common Security and Defence Policy (CSDP). These were first discussed at an informal meeting of the European Defence Ministers in 2004. They became, in theory, fully operational by 2007, although the more recent creations are still being formed, and few have been actually deployed in combat operations. Of the nineteen, three are made up of single-nation contingents (French, Italian and Spanish). The remaining thirteen are multinational contingents, in a few cases of even four nations.

**3. Ausra Kaminskaite (auskami@mikrovisata.net)**

***Asymmetric warfare learned lessons from the field experience of Lithuania military personnel***

Changing environment of military actions requires new or so called other professional skills of military personnel. The role of military officers is undertaking changes as well. Distinct level of military commanders requires expertise in order to apply unconventional measures and to take unconventional decisions. Modern theories of leadership emphasize that recently decisions is made by lower level of leaders (Robbins, S. 2007). Doe's it applicable to military commanders in asymmetric warfare as well? The new approach towards education (training) and preparedness of military personnel should be estimate and revised in order to reflect the contemporary security situation in the world. Lithuania military contingent is taking part within international

missions more than twenty years. Some campaigns is completed already, some still active. During this period they serve under the flags of UN, NATO, EU and OSCE in locations such as Croatia, Bosnia and Herzegovina, Kosovo, Albania, Macedonia, Iraq, Afghanistan and Central Republic of Africa, Mali and Somali. Lithuania military serve with colleagues of coalition forces from Denmark, Poland, USA and France. Asymmetric war field experience they gain is mostly from the warfare operations in Iraq and Afghanistan. Conference paper is based on the data extracted from the content analysis of articles in the military journals, as well as from the officer's memoir and officer's public interviews published in different newspapers. Also analysed is the data out of semi structured interviews gathered from the distinct level of Lithuania military officers and commanders who had field experience in asymmetric war. Data was gathered during year 2014-2015. The research instrument and data is the integrated part of international comparative research project called "Officer and commander in asymmetric warfare operations" carrying by ERGOMAS working group "Military profession" (co-ordinator G. Caforio). This paper presents the attempt to develop some theoretical assumptions out of the data gathered using the methodology of Grounded theory (Frankfort-Nachmias, Ch., & Nachmias, D. 2007). Discussion about the results are mainly focused on the specific training of experienced officers and commanders, issues on distinct level of leadership, morale of combatants during the mission, asymmetric warfare field experience.

**4. Marenne Jansen (Radbout University, m.jansen@fm.ru.nl)**

***An empirical study on military leadership education at the RNLMA***

Currently I work on a four-tier analysis to military leadership. The first tier is a literature review of leadership development programs. Secondly an empirical (observatory) study to the practice of leadership education will be done (What they think they do, What they say they do, What they actually do). The third tier will analyze how cadets experience military leadership education at the RNLMA. This will include a description of the initiation period (co-tijd) during the first year at the RNLMA. The last tier is an analysis of the leadership doctrines of the RNLMA will be made. Several perspectives on leadership will be discussed, and compared to the image that exists within the defence organization from a military leader. There are three pillars within the officer education at the RNLMA, namely Military Education, Scientific Education and Character Building (Vorming). Throughout the history of the Royal Netherlands Military Academy (RNLMA) there has always been a tension between the scientific and military part of the education. Interviews on military leadership education will be thus be conducted with representatives of each of these pillars: 1) Scientific staff teaching military leadership, 2) Military staff teaching military leadership, and 3) Student corps & advisors on military leadership. Furthermore several focus group interviews will be organized with the cadets and midshipmen undergoing the military leadership education. The outcome of these interviews will be confronted with a literature study to leadership theories, and an analysis of the doctrines on military leadership at the RNLMA. For the ERGOMAS Conference June 2015, I propose to present my findings of tier 2 and 3. Thus: an empirical study on military leadership education at the RNLMA, and an analysis on how cadets experience military leadership education at the RNLMA.

**RECRUITMENT AND RETENTION**

**1. Meidad Avidar & Shira Rivnai-Bahir (Behavioral Sciences Center, IDF, Shira.rivnai@mail.huji.ac.il, meidadr@gmail.com)**

***Israeli youth's perceptions of the IDF and conscription to compulsory service***

The past few decades have been characterized by significant shifts in the founding values of the Israeli society. As identified by many scholars, since the late 1970s parallel to the traditional collective ethos, a neo-liberal set of values became more significant within the Israeli society. This transformation includes an increasing concern for personal welfare and self-fulfillment. This research examines how these shifts are reflected within Israeli youth's perceptions of the IDF and conscription to Compulsory Service. Based on multiple methodologies [65 interviews with Israeli youth and a compulsory motivation survey] we analyzed the discourses and motivations of military candidates from different social groups. Our findings suggest that most youths do not perceive the neo-liberal and the collective values as contradicting or paradoxical of one another. Instead, they simultaneously hold a collective and individual set of values. For example, most of them see the serves in the IDF contributing to the country as well as to their personal fulfillment. In addition, we found that alternative discourses such as extreme profitable or liberal discourses were performed mostly by youth who come from marginal groups.

**2. Meidad Avidar (Behavioral Sciences Center, Meidadr@gmail.com)**

***Technician service experiences in Israeli army: A multi-level sociological contracts***

The modern battlefield is characterized by using many types of technologies which emphasizes the need of more trained technicians. In spite of this growing need, it had become more challenging over the years to motivate Israeli youth to conscript to these positions. In addition, internal IDF surveys show that soldiers who do enlist to technician positions are less satisfied with their service in the army when compared to soldiers in other positions. This research aims to understand their service experience. In order to do so, I used two methodologies: 1. Discourse analyzes based on 14 focus groups from diver's social groups and unites. 2. Compulsory motivation survey. The research findings suggest that there are three unwritten sociological contracts between the technicians and the Israeli army service: 1. The social contract/republican ethos contract which refers to the expectations for symbolic capital. 2. The organizational contract which refers to future occupational expectations. 3. The interpersonal contract which refers to the troops expectations from their commander for appreciation. The article claims that since army technicians do not show contention in neither of the three contracts, they show less motivation to serve.

**3. Tibor Szvircsev Tresch, Evgjenije Sokoli & Can Nakkas (Swiss Military Academy at the ETH, tszv@zugernet.ch)**

***Integration of cultural minorities into the Swiss Armed Forces: Differences between soldiers with and without immigrant background.***

Due to a high migration rate, Swiss society became more multicultural. This can be also observed by the composition of the Swiss Armed Forces. Besides other governmental institutions the armed forces contribute to the integration for persons with immigrant background. In an ongoing research project we analyse the impact of the armed forces on the integration of soldiers with a immigrant background in the Swiss Armed Forces and also in the civil society. Furthermore, we examine if there are differences between soldiers with immigrant background and those without immigrant background concerning their motivation to serve in the armed forces. For this purpose we conducted at three different times a quantitative survey in 17 recruitment schools of Switzerland with a representative sample size between 3000 to 5000 conscripts each time.

## THE BLURRING OF MILITARY AND POLICE ROLES

1. Peter Neuteboom & Joseph Soeters (JMML.Soeters@mindef.nl)  
*Beyond borders: The role of the NL Army in public security during crisis management operations*
2. Yizhaq Benbenisty (Haifa University & IDF, itsik.benbenisty@gmail.com) & Gil Luria (Haifa University)  
*Managing sensemaking: Sensebreaking and Sensegiving in military units during policing missions*

The art of commanding military units performing police missions is a complex and difficult one. Policing missions at their core defy the military ethos of conquest and triumph through the organized use of force, calling for restraint in the use of force and taking into account civil rights and criminal law procedures. In many cases one could argue that it undermines the very identity of a soldier as a warrior. An identity formed in rigors training heightening its aggressive aspects. The purpose of this study was to follow the way commanders convey the policing constraints to their subordinates using the sensemaking and sensegiving theoretical framework. 30 officers and enlisted deployed in units performing police missions were interviewed using the grounded theory methodology. Findings suggest that policing missions threaten the core identity of soldiers and that commanders recognize that threat and utilize numerous sensegiving techniques (such as morale arguments and rational justifications) to engage their subordinates in sensemaking about the policing missions in ways that favor the organizational policy for performing them, mostly through the concept of restraint. Findings also suggest that the threat to identity in itself serves as a facilitator for sensemaking in soldiers.

11.30 – 12.00 Coffee break

12.15 Bus to Jerusalem for trip to Jerusalem

13.00 – 19.30 Trip to Jerusalem

20.00 – 22.00 Farewell dinner in Jerusalem

## Friday 12 June

09.30 – 10.00 Coffee

10.00 – 11.30 **PARALLEL SESSIONS 6**

### VIOLENCE AND THE MILITARY

1. Lars Wikman (Department of Government, Uppsala University & Department of Security, Strategy and Leadership, National Defense College, lars.wikman@statsvet.uu.se)  
*War with the Taliban or rebuilding a nation in need? Influences on Dutch public support for the military involvement in Afghanistan*

In this article the author sets out to understand the erosion of public support for the Dutch involvement in Afghanistan using Jentleson's theory of Principal Policy Objective (PPO). The

contribution of this article points to the importance of framing of the PPO to understand the attitudes toward foreign military interventions amongst the domestic constituency. This is done using a data-set in which these questions are separated in the questionnaire permitting a separation of two different PPO measurements on each value of public support. The results indicates that when dividing up the mission objective, the perception of the mission being a reconstruction one provides satisfactory answers in this Dutch case explaining the decline of public support for the mission in Afghanistan – in contrast to expectations of empirical work gathered from U.S. cases. This, strongly linked to the rise of casualties, indicates that the perception that the mission is of combat nature and not of rebuilding effects public support negatively. In this way casualties work as an indicator for the citizen for what the objective of the mission is; dead soldiers means more fighting and less rebuilding. In lieu of the public rallying to support against threats against the Netherlands support is linked to the perception of the mission being of humanitarian nature reflecting the commitment and identity of the Netherlands.

**2. Wout Jansen & Joseph Soeters (JMML.Soeters@mindef.nl)**

***Dutch Forward Air Controllers in Afghanistan: Aspects of teamwork, courage, targeting, decisiveness and... people getting killed***

**3. Jack J. Porter (Department of Political Science, The Citadel, Porterj1@citadel.edu)**

***Neo-traditionalist civil-military relations in the Afghan National Armed Forces: The lingering impact of tradition in the new democratic army***

Progress towards developing an Afghan military remains intermittent yet remains the linchpin of NATO's 2014 "exit strategy." In addition to practical challenges, a fundamental tension between loyalties and notions of legitimate authority continues to be one of the most formidable obstacles. Simply, Afghan soldiers are being asked to adopt loyalties based on "legal-rational" authority centered on a national constitution; yet many continue to regard political authority in "traditional" ways based on face-to-face allegiances (see Max Weber). The paper analyzes how the Afghan government, ISAF, and other actors are dealing with this tension between "nation" and "village" as they try to build a combat effective military loyal to leaders in Kabul and not the local leadership in their home village/province. I will also analyze the trade-offs being made by ISAF and Afghan leaders in terms of military effectiveness versus the construction of a national force. On the one hand, a future stable and democratic Afghanistan may require a national armed forces loyal to and recognizing the political leadership in Kabul. On the other hand, counterinsurgency and anti-terrorism operations may demand that leaders increasingly rely on regional or local military organizations. How are these two objectives reconciled? Finally, I offer a tentative model of civil-military relations that attempts to reconcile the complex mix of legal-rational and traditional authoritarian institutions and suggest that this "neo-traditionalism" is perhaps more permanent than anticipated and less just a transitional phase. Ever since Huntington's 1957 argument regarding professional civil-military institutions, scholars and policy-makers have emphasized the critical significance of civilian and military authority based on Max Weber's notion of legal-rational authority. Modern, "Western" armed forces are to be structured by impersonal rules, merit, professionalism, and loyalty to civilian leaders based on a constitution. Furthermore various pathways and incentives were to be made available to assist countries as they adopted these reforms, often as part of a broader liberalization project. Yet recent experiences suggest that more traditional patterns of authority are often more resilient than anticipated. An additional goal of this paper is thus to assess the various contributions made by states, IOs, and NGOs in the promoting "Western" civil-military relations in Afghanistan

as well as their relative capacities to deal with the legacies of traditional authority. I also believe that this case is worthy of analysis because of the substantial amount of resources (financial as well as human) devoted to the modernization and democratization of their armed forces. At least four questions will be addressed. First, what civil-military reform measures were taken by Afghan leaders, ISAF and others in support of the overall liberalization and modernization efforts? Second, what security concerns confronted the emerging government? Finally, how well did the “reformed” military perform their combat duties and what trade-offs were made between the goals of modernizing the armed forces versus the demands associated with security? Finally, what are the prospects of the new Afghan National Army after the conclusion on ISAF’s mission at the end of 2014?

## **MORALE, COHESION, & LEADERSHIP**

1. **Marcus Börjesson, Linda-Marie Lundqvist, Johan Österberg & Ann Enander (Swedish National Defence College, Marcus.Borjesson@fhs.se)**

### ***Military work in extreme settings—Challenges for the leader, the group and the individual***

The objective of this paper is to give theoretical and empirical perspectives on military work in extreme settings. A case study of a professional group highly specialized to operate in these kinds of settings is presented in order to illustrate some challenges that can be encountered in connection with extreme situations. A variety of civil and military occupations operate under some kind of risky and extreme conditions. However, the intensity of an extreme setting may vary widely and is affected by a diverse set of dimensions such as for example the proximity of the threat and type of threat. To further illustrate the interaction of these dimensions a suggested model is presented. During a military exercise in March 2012, a Norwegian military aircraft (type C-130 Hercules) crashed into Kebnekaise; the highest mountain of Sweden. All five crew members died instantly. In the rescue operation that followed both military and civil actors were involved. Among these, a Swedish military platoon specialized in operating in extreme and dangerous mountain terrain had a significant role. Initially, their assignment was to locate the airplane and rescue lives. The operation was conducted during highly risky conditions, which was further complicated due to rough weather. As it became clear that the plane had crashed and no one had survived, the mission changed, and this also required a shift in the mindset of the military platoon. The platoon continued to play an important role throughout the operation, which consisted of tasks that took several years to complete. Interviews with 14 members of this specialized military platoon were conducted. The interviews had a thematic approach and the analyses concerned themes such as; risk perception, physical and psychological challenges, coping strategies as well as consequences and lessons learned. The results give an insight to the kind of challenges this type of extreme situations put on the leader, the group and the individual. Further, resources that were considered necessary in order to handle the situation effectively are also highlighted.

2. **Carmit Padan (Department of Sociology and Anthropology, Institute for National Strategic Studies, Hebrew University of Jerusalem, padan23@gmail.com)**

### ***Social construction in crisis situations: Commanders as reality constructor***

Crisis leadership and crisis management were intensively researched in public relations, psychology, organizational studies and business administration. However, those studies have not yet examined social constructions processes in relation to the military sphere and in relation to crises as a whole. Trying to complete this gap, my research project chooses the military as a research field and examines crisis and crisis leadership in combat units through the social

construction prism. There are many definitions in the literature for crisis situations, each of which is influenced by the discipline in which it has been formulated and ascribed to (for instance, Littlejohn, 1983; Fink, 1986; Perow, 1984 Pauchant and Mitroff, 1992; Pearson and Clair, 1998, and more). All of these definitions share the view of a crisis as a critical turning point that lacks stability and could lead to both negative and positive developments. My research project adopts Hermann's definition for a crisis (Herman, 1969, p. 159), which is vastly employed in the organizational literature, even nowadays: "A situation that threatens high priority goals...which suddenly occurs with little or no response time available". But understanding crisis through this definition is only partial since it does not relate to the way in which the players who are involved in the crisis – in the case at hand: commanders – construct crises and therefore behave as active agents through their construction. My research project, examines how commanders construct crises, and in so doing, attempts to complete this gap. My research questions are: 1) How do commanders in combat units in the IDF grasp, conceptualize and provide meaning to crises in the course of their duty? 2) How does the interpretative framework, which commanders use to provide meaning to a crisis, affects the action patterns which they use in order to manage it?

3. **Anders McDonald Sookermany, Gunnar Breivik & Trond Svela Sand (Norwegian Defence University College, Norwegian School of Sport Sciences – Defence Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)**  
***Learning under risk: A project studying soldiers' learning before, during and after military operations***

The purpose of this paper is to present some central ideas and findings from an ongoing research project, "Learning under risk". Exposure to different types of risky environments is a crucial experience for many soldiers. Knowledge about how soldiers experience different types of risk in military situations is of utmost importance and should be transferred to training and preparation to better prepare personnel for future assignments. However, the impression is that knowledge about different types of risk, both physical, mental, social and so on, and the positive and negative aspects of risks and risk-taking has not received enough attention in the military community. Thus, the project "Learning under risk" has been launched to increase the knowledge about risk and its positive and negative meaning for military performance. Increased knowledge in this field may be used to improve military organizations' training- and performance culture and potentially increase their operational capability. The overall aim of the project is to describe, understand and explain the risk dimension in soldiers' learning before, during and after participation in military operations. We will present some theoretical considerations with respect to risk and risk taking in general, followed by a discussion of some central findings from the project and end by a discussion of how soldiers can be better equipped to learn and cope in risky military situations.

4. **Trond Svela Sand, Anders McDonald Sookermany & Gunnar Breivik (Norwegian Defence University College, Norwegian School of Sport Sciences – Defence Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)**  
***Research on military personnel in dangerous contexts: Risk-taking attitudes and behaviors***

The purpose of this paper is to present a categorized overview of research related to risk-taking attitudes and behaviors in military contexts. The presentation is a part of a larger project – "Learning under risk" – which is launched to increase the knowledge about risk and its meaning for military performance. To get an overview of previous research in this field is therefore needed to uncover current knowledge status. Thus, collecting references to journal articles,

books and chapter in books, and Ph.D dissertations that deals with soldiers' experiences and attitudes towards risk and risk-taking contexts is wanted. The gathering of references has been carried out by searching academic databases by keywords in different combinations (270 search terms altogether) followed by review of reference lists and searches in Google Scholar. Relevant references have been selected by reading abstracts. The gathered references has been categorized and analyzed, and the findings will be discussed with respect to relevance for the project "Learning under risk".

5. **Gunnar Breivik , Anders McDonald Sookermany & Trond Svela Sand (Norwegian Defence University College, Norwegian School of Sport Sciences – Defense Institute, anders.sookermany@nih.no, gunnar.breivik@nih.no, t.s.sand@nih.no)**

***Risk-taking attitudes in the Norwegian population: Any consequences for the armed forces?***

The purpose of this paper is to present results from a study of risk-taking attitudes in the Norwegian population. The military system is part of a larger society and the cultural and social norms and values of the society set limits and provide frames for how the military system operates. The Norwegian welfare society has during the last decades shown gradually less tolerance for risks and risk-taking and more focus on control and safety. This influences both the attitudes toward risk among young soldiers and the normative frames and conditions for the military system. It is therefore of great interest for the military system and its various parts to have information about the general developments of attitudes towards risk and risk-taking in the various parts of the population, especially the young people. The study is a part of a larger research project – "Learning under risk" – which is launched to increase the knowledge about risk and its meaning for military performance. The study will be conducted by telephone interviews with a representative sample from the Norwegian population and aims to uncover baseline data on socio-demographic variables, physical activity practices, affiliation with the armed forces, and risk-taking attitudes in different areas (physical, political/military, social, intellectual, performance, economical, ethical/moral). The findings will be discussed in relation to their potential relevance for the Norwegian Armed Forces in general, with a particular focus on consequences for recruitment strategies and training of personnel. The results from the population study will further be used as reference tool for future studies on risk-taking attitudes among different groups in the Norwegian Armed Forces.

## **WARRIORS IN PEACEKEEPING**

1. **Wendy Broesder (Netherlands Defence Academy, wa.broesder@hotmail.com), Tessa op den Buijs (Netherlands Defence Academy, TP.od.Buijs@mindef.nl), Irina Goldenberg (Defence Research and Defence Canada), Delphine Resteigne (Royal Military Academy Belgium) & Tomas Jermalavicius (International Centre for Defence Studies)**

***Different countries, different soldiers? A comparative study of military role identity of Dutch, Canadian, Belgian and Estonian soldiers***

Contemporary military missions require that soldiers of different nations, with different national, institutional and personal backgrounds cooperate. The soldier's perception of the military role is affected by his or her nationality (Nuciari 2003; Hedlund, 2011). Since the individual's perception of the military role will influence individual actions, also international cooperation will be influenced (Broesder, 2011). The Warrior-Peacekeeper Role Identity Scale (WPRIS) was developed to distinguish to which extent soldiers identify with the roles of warrior and peacekeeper simultaneously (e.g. Broesder, 2011; Broesder, Op den Buijs, Vogelaar & Euwema, 2014). This scale can be used for scientific research but can also improve military

practice. Measuring soldiers' role identity during or after training and preparation for deployment may assist in identifying deficits or biases in training programs. Measuring military role identity during deployments may identify and prevent role strain and promote effective behavior (Op den Buijs & Broesder, 2013). In cooperation with international colleagues<sup>1</sup>, a survey was administered to Estonian, Belgian, and Canadian soldiers. The survey included the WPRIS, demographic and work-related variables. Completed questionnaires were submitted in December 2012; datasets were prepared for analysis in 2013 and 2014. In 2014 a new sample of Dutch soldiers was added to complete the dataset (N = 965). In 2015 data analysis on the completed and merged international dataset will be continued. The first aim of this international survey-study is to compare military role identity of soldiers from different nations. Research with this focus is scarce. The importance and implications of the differences will be discussed. The main research question is: To which extent do soldiers from the Netherlands, Belgium, Canada and Estonia differ in their perception of the military roles? A second aim of this study is to demonstrate the influence of demographic variables and work-related variables on soldiers' role identity. What are the relations between job satisfaction, commitment, role conflict, self-esteem, dedication and role identity? Do these variables predict military role identity? During the ERGOMAS conference 2015 the first results of the survey-study will be presented. The focus will be at the international comparison.

**2. René Moelker (Netherlands Defense Academy, Rene\_moelker@yahoo.com)**

***In SHAPE we trust***

SHAPE (Strategic Headquarters Supreme Headquarters Allied Powers Europe) is a large NATO Headquarters in Mons, Belgium in which over 28 countries are represented. Collaboration, coordination and communication is required to ensure high quality of work, but not only the cultural diversity is large, but the work is most organized in stove pipes which hampers transparency. Not all units are aware of what other units are doing, although people are intrinsically and extrinsically motivated. In a survey of over 350 respondents (circa 50% of the staff) researchers asked whether or not people trusted each other enough. Trust is supposed to bridge the differences between departments, between the different cultures and between nations. Trust is the foundation for information sharing and cooperation.

**3. Rialize Ferreira (Department of Sociology, University of South Africa, rializeferreira@gmail.com)**

***Diversity and cultural issues in multinational collaborations***

Multinational peacekeeping forces have to deal with diverse issues of culture, identity and poor governance underlying intrastate wars that are prevailing in most African conflicts. Ethnic inequalities between Hutu and Tutsi in Rwanda and the Democratic Republic of Congo (DRC) are common features. In Sudan the black Christian Sudanese South and the Arab Muslim northern Sudanese fight over scarce resources, like oil, water and land. Peacekeeping operations are inherently complex, difficult to manage and even contentious, since the African security burden is shifted almost exclusively onto developing countries with limited resources, such as Bangladesh, Pakistan, India, Jordan, Nepal, Ethiopia, Ghana, Nigeria, Uruguay and South Africa. These multinational forces are ill-equipped, under resourced and often poorly trained, while peacekeepers are thrust into complex and dangerous tasks, such as weapons control, refugee relief work, post-conflict reconstruction and election certification. In the Central African Republic (CAR) clashes between the Muslim Seleka rebels and a self-defence Christian militia drove the country into deeper chaos after the battle of Bangui, since religious and cultural issues rapidly became a central problem in the conflict. In general, Christianity, Islam or African

traditional religions are extremely important in lives of African people, mostly drawn upon cultural practices to legitimize their actions to cause physical harm to their enemies. Ethnic and cultural groups clash over self-determination and superiority, while feelings of marginalization lead to ethnic conflict in Somalia and genocide in Rwanda. These issues in multinational collaborations need explication to understand why diversity occurs.

4. **Nina Leonhard (Führungsakademie der Bundeswehr, leonhardnina@fueakbw.de) & Maren Tomforde (Department of Anthropology, Macquarie University, marentomforde@suedsinn.de)**

***Generation "Einsatz" and cultural change: The impact of ISAF on the German armed forces***

Due to combat experiences of German Armed Forces in Afghanistan, service members and social scientists alike agree that a new generation "Einsatz" ("mission") has emerged within the Bundeswehr. The aim of this paper is to test the applicability of the sociological concept of generation (in the tradition of Karl Mannheim, 1928) to the case of Bundeswehr soldiers with ISAF mission experience. Drawing on ethnographic interview material particulars of sociocultural change amongst younger ISAF soldiers are highlighted in order to define the characteristics of the social phenomenon called generation "Einsatz". Furthermore, the impact of this generational change on organizational culture is discussed.

5. **Henrik Agardh-Twetman (Oxford Research AB, henrik.twetman@oxfordresearch.se)**  
***Soldiers and locals: Identity formation in Swedish soldiers in relation to the local population of Afghanistan***

This article examines individual military identities as articulated by Swedish soldiers having served in Afghanistan in relation to the local population. Following a review of mainstream approaches to military identity, this article constructs a new post-structural framework that allows for a more multidimensional analysis of military identities. Through a method of triangulation using data obtained from a literature study, qualitative interviews, and participatory observation, this article suggests that individual soldiers make sense of the local population through a dual process of linking and differentiation where a series of traits are defined and juxtaposed to opposing traits in the self-image of the soldiers to construct multiple and differentiated Others. It is argued that although soldiers display a nuanced construction of multiple differentiated Others, the unfamiliar agency as warriors and the social and geographical context encountered in Afghanistan leads to an undifferentiated construction of the local population as a negative Other, which has severe implications for operational effectiveness. The identity constructions observed in this study represent a break from previous research as the findings highlight the importance of context and agency to complement structural accounts for understanding military identity constructions in post-modern warfare.

**11.30 – 12.00 Coffee break**

**12.00 – 13.30 PARALLEL SESSIONS 7**

**MILITARY PROFESSION**

**Chair: Giuseppe Caforio (gcaforio@fastwebnet.it)**

*This panel is a round table with the participation of all the researchers who are carrying out the research "Officer and Commander". Its purpose is to analyze and compare the data collected in*

*each country in the empirical research on the field and to program the further development of the research.*

## **RECRUITMENT AND RETENTION**

- 1. Johan Österberg & Eva Johansson (Department of Security, Strategy and Leadership, Swedish Defence University, [johan.osterberg@fhs.se](mailto:johan.osterberg@fhs.se), [Eva.Johansson@fhs.se](mailto:Eva.Johansson@fhs.se))**  
***Preparatory military training—Recruitment of ethnic cultural minorities to the Swedish Armed Forces***

The demographic situation in Sweden implies that there are going to be shortage of people entering the labor market in the coming 10 years. For the Swedish Armed Forces (SAF) this is a big challenge since Sweden left conscription in 2010. The SAF already faces recruitment problems for certain positions and branches. One way of broadening the recruitment base is to look outside the traditional recruitment segments, i.e. Swedish born, young males.

Preparatory military training (PMT) is a joint project between the SAF and the Swedish public employment service and it is a labor market project where SAF is organizers. The purpose is to recruit young unemployed individuals with a different ethnic cultural background than European, to the SAF. The preparatory military training is a 10 week voluntary course with the aim of giving the participants an insight of what an employment within the SAF means. Another aim with the project is that the participants can develop academically in order to get sufficient grades to be able to enter the military. All participants live at the barracks and receive free meals and are allowed paid travel home four times during the 10 weeks.

Results from the three projects completed shows that the participants in general were very positive towards the SAF. The project taught many individuals that they could handle more than they thought they could and also to get in better physical shape. Almost all of the participants stated that they had developed, both physically but also mentally.

- 2. Chariklia Höfig (Zentrum für Militärgeschichte und Sozialwissenschaften der Bundeswehr, [CharikliaHoefig@bundeswehr.org](mailto:CharikliaHoefig@bundeswehr.org))**  
***Work-life (in)compatibility in the German Armed Forces***

Due to changes in society as well as the Bundeswehr itself, the German Armed Forces increasingly struggle to compete with other companies on the job market. Empirical findings in recent years show that the Bundeswehr faces a lack of attractiveness as an employer – a fact that complicates recruitment and retention even further. Results support the assumption that the satisfaction of occupational needs significantly affects the perceived attractiveness of the Bundeswehr as an employer. In that respect, work-life balance is one key factor, though, at the same time, the vast majority of soldiers questioned in surveys report an incompatibility of family and work. In order to systematically examine this issue, in 2012 a representative Bundeswehr Survey was conducted by the Bundeswehr Center for Military History and Social Sciences (ZMSBW – the former SOWI), containing questions about potential occupational burdens and their impact on private and family life, other restrictions on personal life caused by the professional obligations and coping strategies. Findings show that, due to the specific nature of the military profession, compared to employees in the civilian labour market soldiers exceedingly have to cope with a variety of occupational loads that challenge their private and family life. The majority of these burdens are time based or a result of extensive occupational mobility. Thereby, weekend commuting stands out as the most prevalent one, and, in addition to that, has the most influence on the soldier's life. Altogether, the work-family conflict has a negative impact on multiple aspects of the personal life, e.g. leisure time, friends, partnership,

family formation and family life. Regarding the purpose of the Bundeswehr to be an attractive and competitive employer, measures have to be taken to reduce occupational burdens and therefore ease the work-life imbalance. In that way, the current “Attractiveness Agenda” of the Bundeswehr is a step in the right direction.

**3. Igor Petrovic, Bert Klandermans & Jacquelin van Stekelenburg (Department of Sociology, VU University, i.petrovic@vu.nl)**

***Dealing with austerity measures within Dutch Armed forces***

This presentation focuses on the way Dutch military personnel deal with austerity measures and reorganizations within their organization. The study is based on data collected during online survey among Dutch military personnel (N=579). We depart from the fact that in the Netherlands, just like in all other democracies, military personnel occupies a specific position regarding opportunities for collective action. Formally, they may not strike and when exercising their right to join associations, protest or publicize, they may not jeopardize the functioning of its organization. Informally, it functions within an organization marked by hierarchy, discipline and cohesion. Yet, just like many other citizens, military personnel faces austerity measures which brings job- and welfare-insecurity. This raises the question how military personnel deal with this situation, and in which way, if any, it voices its discontent? We situate this puzzle within Hirschman’s framework and build upon it to consider four types of behavior – exit (leaving the organization), voice (engaging in various forms of collective action and protest), silence (deciding to remain silent in spite of discontent) and neglect (engaging in anti-social or anti-organizational behavior). Our analysis shows that we can distinguish six groups of military personnel according to the way these types of behavior are combined. We identify those groups and describe them in terms of their background and professional position and their perception of the Dutch armed forces as a work-organization.

**4. Siniša Tatalović & Ružica Jakešević (Faculty of Political Science, University of Zagreb, rjakesevic@fpzg.hr)**

***Legal framework for the inclusion of ethnic minorities into the Croatian armed forces***

Members of the Croatian Armed Forces (CAF), ever since the beginning of the 1990-ies and the Homeland War, have enjoyed the reputation of the creators of the independent state and the image of the protectors of patriotic values. According to some research, members of CAF enjoy relatively higher reputation in comparison with some other state institutions. Despite the fact that Croatia is multiethnic society, as is stipulated in its Constitution, especially in the immediate post-war period little (if any) attention had been paid to the contribution of ethnic minorities (especially Serbs) in the defence of the territorial integrity of the internationally recognized Republic of Croatia. Over the long period of time, this issue received little public attention or was practically non-existent. Moreover, it was unthinkable that some posts within the Armed forces would be held by the members of ethnic minorities. With the process of professionalization of the CAF and the EU accession, some positive developments occurred within the legal framework, which enabled the inclusion of members of ethnic minorities into the Service. In this regard, article 15 of the Croatian Constitution and article 22 of the Constitutional Law on the Rights of National Minorities are especially important.

**MILITARY CONFLICT MANAGEMENT AND PEACE ECONOMICS**

**1. Hermann Jung (gabihe@a1.net)**

***Competitive diplomacy versus proactive military crisis resolution policies***

The growing integration of economies and societies has enhanced the perceived need to project national brands in a competitive global environment. But alongside this, another perspective on public diplomacy is emerging, which views it in terms of a different way of conducting international policy. This recognizes both, the need to operate within more complex domestic and international networks and, at the same time, the challenges this environment poses. Working with a more diverse set of stakeholders raises questions about the structures and processes of national diplomatic systems and their policy capacity. More fundamentally, it touches on the principles and norms underpinning a world order in flux. Competitive Diplomacy a new approach to Crisis – Management? A challenging climate in any case very often ends in protracted conflicts. So it seems to be important to understand escalation and de-escalation as a dynamic process that can be controlled under certain circumstances. Consequently some dimensions of Public Diplomacy will be competitive. The intention of this paper is to show that Competitive Diplomacy and military intervention policies are at the same end of the continuum. Therefore a dynamical understanding of escalation and de-escalation of conflicts is key for handling intractable conflicts whether you are on the side of the peacemakers or those who are interested in using this conflict to bring forward their interests. So it is useful to look after the conclusions of an outstanding military strategist, Gen. Petraeus, ret., what he thinks the learned lessons for the future will be on Security-Policy Implications: quote, Small wars will continue to span a wide spectrum of political violence. At one end of the spectrum, some fanatical enemies will remain marginalized from their host population, allowing us to defeat them through aggressive intelligence work and targeting. But at the opposite of the spectrum will lie enemies that are heavily embedded in the fabric of their host population quote end. In the coming decades, our militaries undoubtedly will be required to help extend the reaches of our soft power, filling in the continuum that spans from diplomacy, trade and economic development to that of armed intervention in the interest of our nations, quote end.

**2. Frenkel Michal (Behavioral Sciences Centre, IDF, michalfrenkel1@gmail.com)**

***Let me take you down (sizing) lane... –Analytical downsizing model in light of IDF's current multi-year plan***

In the past decades there has been a dramatic increase in organizational downsizing processes in western armies, as a result of exterior forces "pushing" towards reducing armies' financial resources. A main reason behind this trend is a decline in the perceived centrality of military threats in line with the reduction of inter bloc conflicts and in spite of the upraise of an inter-country conflicts, including terrorism attacks. Simultaneously, economical vectors are becoming stronger and we can identify a decrease in the legitimacy given to investing in state's security resources while greater importance is given to social agendas. As a result, western armies are dealing with the challenge of preserving their operational fitness despite severe cutbacks in both human and budgetary resources. This phenomenon has not passed over the IDF which is dealing these days with a multi-year plan which includes a massive downsizing process in its reserve, regular, career and civilian employees. The current research examines the organizational (e.g. the organizational effectiveness paradox) and personal implications (e.g. the "survivor syndrome") of such processes and offers an analytical model which identifies differential perceptions of the downsizing processes that reflect on actions and functioning of the units. The proposed model refers to a dual axis which divides the perceptions with regards to the downsizing processes into quarters based on the encounter between the action axis (passive vs. active) and the renewal axis (stagnation vs. revolution). Basic presumptions behind this research are as follows – downsizing processes are perceived differently by different military units and the organizational cultural and leadership in it have curtail influence over the

process. The research method examines wide literature reports of downsizing processes in many western militaries including the USA, UK, Germany, Canada etc. Moreover, an overview of past downsizing processes in the IDF was also included. Using the proposed analytical model emphasizes the importance of "adaptive organizational learning" (Driver, 2002), the neutralization of dysfunctional leadership practices and the willingness of subjects to go through an emotional process. Furthermore, an analytical usage of the model may predict unit's ability to realize their operational fitness goals.

**13.30 – 14.30 Lunch**

**14.30 END OF CONFERENCE**