



## Acknowledgements

The workshop HFM-204 on the "Effective Collaboration in Joint, Multinational, Multiagency Teams and Staffs" operated in the context of the Human Factors and Medicine (HFM) Panel of the NATO Research and Technology Organisation (RTO), now the Science and Technology Organisation (STO).

This NATO workshop was organised by representatives from Canada (DRDC) and the Netherlands (NLDA, and TNO). However, the Workshop was made possible through the contributions of a distinguished set of Keynote Speakers and other Workshop presenters from a variety of organizations – military, governmental, nongovernmental, or scientific – that are themselves often major actors on the Comprehensive stage. In sharing their first-hand experiences of working within a Comprehensive framework, or their scientific expertise, or both, each participant contributed to the richness and diversity of the Workshop and furthered our understanding of collaboration within the Comprehensive context.

We thank all participants for helping us to realize our objectives for this Workshop: to bring together the latest research on the Comprehensive Approach, to integrate diverse perspectives, military and civilian, to combine these insights with real operational experiences, and ultimately, to provide a springboard for the advancement of research on these types of complex organizational and team issues.

We would also like to thank everyone who worked behind the scenes to bring this Workshop to life:

- Andrea Hawton, Tonya Stokes, Rachel Spiece, Brenda Fraser, and Quan Lam for their assistance with the organization of the Workshop and for their preparation of the Workshop program and other Workshop materials.
- Amelia Quioc, for her assistance with organizing the Workshop venue and audio-visual requirements.
- Suneeta Kaur, for her assistance with the preparation of the hospitality request.
- Eugene Rypan, for his creative services, including the creation of the participant badges and Workshop poster.
- Jim Clark, for his photographic services, including the Workshop Group Photograph.
- Judith van de Kuijt, for her contributions and editorial assistance in finalising the document.

We would like to dedicate this work to the memory of Prof dr Ad Vogelaar, our collegue and good friend and member of the Programme Committee, who died August 2012.

Ad was a driving force in developing this research since the 1998 Human in Command Conference where we came together to study peace support operations and, now, the comprehensive approach as a human and collaborative effort rather than a technological or managerial one.





