



SCIENCE AND TECHNOLOGY ORGANIZATION
COLLABORATION SUPPORT OFFICE



Understanding of Military Culture to Support Organizational Change: Systems Approaches, Critical Analyses, and Innovative Research Methods

(HFM-RWS-363)

May 10-12, 2023
Swedish Defence University



Défense nationale National
Defence



PROGRAM

WEDNESDAY MAY 10, 2023
KLASSROOM 2000 & SVERIGESALEN ROOM

Workshop Opening

13:00 Access to building and workshop registration
Passport required for entry

14:00 Welcome Meet & Greet
Introductory Remarks

SEDU - BrigGen Anders Persson, Deputy Vice
Chancellor

Canadian Armed Forces - MGen Boucher,
Director General Culture Change

NATO - LtCol Erik Laenen, Executive Officer
Human Factors & Medicine HFM Panel

Co-chairs - Dr. Isabelle Richer & Dr. Nancy Taber

Host Nation - Prof. Annick T.R. Wibben

Ice breaker activity
led by Rebecca Bogaers

15:30 Fika Break

16:00 K1 Keynote: Victoria Basham (UK)

17:15 Reception at Mässen
cash/card bar service

18:15 Dinner on your own
Suggested locations in GIP

**THURSDAY MAY 11, 2023
GADD ROOM**

Thematic Session 1: Dimensions of Military Culture

- 9:00** P1 Contested military identities
Alan Okros (Canada)
- 9:20** P2 Culturogenic harm: Unintended impacts of military enculturation on mission capacity, team cohesion, retention and member well-being
Duncan Shields, Jesse Frender, Paul Nakhla & David R Kuhl (Canada)
- 9:40** Fika Break
- 10:00** P3 Military-civilian personnel integration and collaboration in defence organizations: Insights and recommendations from NATO HFM research task group 226
Irina Goldenberg & Angela Febbraro (Canada)
- 10:20** P4 Marginalized gains: The British Regular Army and the British Army Reserve since 2003
Vincent Connelly (UK)
- 10:40** Breakout sessions and discussion
Gadd & Lansen room
- 12:00** Lunch Break
Provided

Thematic Session 2: Innovative Critical Methodologies and Best Practices for Research on Military Cultures

- 12:40** P5 How an anti-oppression framework can transform military cultures
Maya Eichler, Tammy George & Nancy Taber (Canada)
- 13:00** P6 Participatory action research as a means to improve psychological safety and the position of women in the Netherlands Armed Forces: Promise or peril?
Amber Spijkers, Anke Snoek, A.C. Molewijk & Eva van Baarle (Netherlands)
- 13:20** P7 Understanding military culture through the lens of lived experience: State of knowledge, innovative methodologies, and future research
Isabelle Richer, Angela Febbraro, Victoria Tait-Signal & Justin Wright (Canada)
- 13:40** Coffee and breakout sessions
Gadd & Lansen rooms
- 15:00** Gather and travel to Vasa Museum
- 16:00** Self-guided tour of Vasa Museum
Galärvarvsvägen 14, 115 21, Stockholm
- 18:00** Dinner at Vasa

**FRIDAY MAY 12, 2023
GADD ROOM**

**Thematic Session 3: Systemic Misconduct:
Exploration of Root Causes, Healing, and Prevention**

- 9:00** P08 Institutional support after military sexual trauma: The experiences of Canadian women servicemembers
Bibi Imre-Millei, Linna Tam-Seto & Margaret McKinnon (Canada)
- 9:20** P09 Military diversity in multinational defence environments: From ethnic intolerance to inclusion
Barbara Waruszynski (Canada)
- 9:40** Coffee break
- 10:00** P10 Trajectories of Women Peace and Security as a norm: How has it traveled in the military sphere?
Chiara Ruffa & Annick Wibben (Sweden)
- 10:20** P11 Duty to care: An exploration of compassionate leadership
Deanna Wilson (Canada)
- 10:40** Breakout sessions and discussion
Gadd & Lansen rooms
- 12:00** Lunch
Provided

**FRIDAY MAY 12, 2023
GADD ROOM**

**Thematic Session 4: Barriers and Opportunities for
Military Culture Change**

- 13:00** P12 The role of ritual and tradition in resisting culture change in the Canadian Armed Forces
Walter Callaghan (Canada)
- 13:20** P13 Cultural resistance towards change: Leadership responses to the malfunctioning of the alert channels in the Norwegian Armed Forces
Torunn Laugen Haaland (Norway)
- 13:40** Break
- 14:00** P14 Digital culture and learning culture: An empirical analysis of cultural change in the German Armed Forces
Martin Elbe (Germany)
- 14:20** P15 The ground truth: Lived experiences with culture and change in military education
Vanessa Brown (Canada)
- 14:40** Fika and breakout sessions
Gadd & Lansen rooms
- 16:00** Wrap up/debrief
- 18:00** Dinner at Resturang Cypern (no host)
Valhallavägen 50, 114 27, Stockholm

SATURDAY MAY 13, 2023

Optional wrap-up day

- 9:00** Meet at Mornington Hotel for breakfast
- 9:45** Leave Mornington for Old Town
- 10:00** Walk through Old Town, museum visits, and networking
- 13:00** Lunch on your own