

COLLECTION OF ABSTRACTS

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WEDNESDAY

August 30

NORDIC DEFENSE PILLARS

PLENUM SESSION WEDNESDAY 09.15 – 10.30

Chair: Carsten Rønnfeldt: cronnfeldt@mil.no

JOAKIM BERNDTSSON, ANNE ROELSGAARD OBLING AND ÅSE GILJE ØSTENSEN: NORDIC ORGANISING FOR ‘TOTAL DEFENCE’

In the face of a deteriorating security situation, the Nordic countries are moving closer to each other, illustrated for example by Denmark’s decision to eliminate the ops-outs with regard to the Maastricht Treaty and EU defence policy (2022), Sweden’s application to join NATO (2022) and Finland’s recent membership (2023). The three Scandinavian countries – Denmark, Norway, and Sweden – are taking steps to enhance their warfighting capabilities and to increase societal security more broadly. This includes efforts to redefine and reinvent versions of ‘Total Defence’. However, the countries follow different trajectories and timelines. Norway and Sweden have organized their civil and military organizations around the concept of total defence, including developing formal collaboration and coordination across institutional domains and private and public actors, to a larger degree than Denmark. Also, the interpretation of NATO’s seven baseline requirements for civil preparedness differs in the countries. The aim of this paper is to show the complex political, organizational and cultural processes concerning total defence development. Thus, we explore factors, such as governance, organisation, regulation and people, coming to the fore in the Nordic countries’ reinvention attempts during the period of 2000 - 2023. We show how a particular crisis mind-set allows the reframing of total defence as collaborative network defence.

Joakim Berndtsson is an associate professor at the School of Global Studies, University of Gothenburg, and a researcher at the Swedish Centre for Studies of Armed Forces and Society (CSMS). Berndtsson’s research interests include civilian-military collaboration, Swedish and Nordic total defence arrangements, and public opinion on Swedish defence and security policies and organisations. Berndtsson is currently working on a three-year project on total defense in Scandinavia together with the two other presenters, Obling and Østensen, funded by the Swedish Research Council. More information about the project can be found here: <https://www.gu.se/en/research/civilian-military-collaboration-in-scandinavia>.

Anne Roelsgaard Obling is associate professor at Department for Leadership and Organization, The Royal Danish Defense College (RDDC). Her main research interests are in public organizations, notably military organizations, and the impact of social change on professional roles, work arrangements, people and management.

Åse Gilje Østensen is an associate professor at the Defense University College, Royal Norwegian Naval Academy. Østensen’s research interests include total defense arrangements in the Scandinavian countries, civilian-military collaboration, hybrid threats and hybrid warfare in the maritime domain, commercialization of security and private security and military companies.

IULIAN ROMANYSHYN AND CHRISTIAN LEUPRECHT: THE EMERGENT NORDIC NATO-EU DEFENCE PILLAR: PATTERNS AND DYNAMICS OF NORDIC AGENCY AND MEMBERSHIP OVERLAP

This paper analyzes the extent to which shifts in public opinion are contributing to rebalancing the transatlantic alliance in the aftermath of Russia’s war on Ukraine. Russian aggression to redraw European borders by force have spurred European states in the immediate periphery of Russian borders to reassess their security strategy and associated policy choices. The most consequential

variation in the European security and defense architecture has been unfolding in Northern Europe: Finland has become a member of NATO, Sweden is on the pathway to join the Alliance, and Denmark opted in the EU's Common Security and Defense Policy. These significant and coincident changes make the Nordics a laboratory to compare drivers of shifting patterns in multilateral defense and security cooperation.

What are the implications of changing institutional logics? The paper explores implications of changing patterns of membership among Nordic states for EU-NATO cooperation. First, the paper investigates how the switch from membership in one of the two multilateral organizations to a dual membership in both the EU and NATO can reshape national role conceptions and attitudes toward cooperation between the EU and NATO. In the past, Denmark, Finland and Sweden remained on the sidelines in EU-NATO cooperation. They played neither proactive nor obstructive roles. Their changing stance, however, is poised to reshape national preferences and orientations on EU-NATO relations. Second, the paper explores the implications of the overlap in membership to innovate defense strategy in the Baltic Sea area and optimizing the division of labor between the EU and NATO in the Nordic region.

Dr. Iulian Romanyshyn is a fellow at the Academy of International Affairs NRW and a senior fellow at the Center for Advanced Security, Strategic and Integration Studies (CASSIS) at the University of Bonn. He previously held research and teaching positions at New York University, Maastricht University, Free University of Brussels and European University Institute, as well as research fellowships at the Charlemagne Prize Academy and the NATO Defense College. He holds a PhD in political science from the IMT School for Advanced Studies Lucca, master's and bachelor's degrees from Maastricht University, College of Europe (Bruges), and the National University of Kyiv-Mohyla Academy.

Dr. Christian Leuprecht is Class of 1965 Distinguished Professor at the Royal Military College of Canada and Editor-in-Chief of the *Canadian Military Journal*. He also directs the Institute of Intergovernmental Relations in the School of Policy Studies and is an Adjunct Research Professor in the Australian Graduate School of Policing and Security at Charles Sturt University. A former Bicentennial Professor in Canadian Studies at Yale University, Eisenhower Fellow at the NATO Defense College, and Fulbright Research Chair in Canada-US Relations at John Hopkins University's School for Advanced International Studies, he is an elected member of the College of New Scholars of the Royal Society of Canada and recipient of the Cowan Prize for Excellence in Research at the Royal Military College of Canada.

ALEXANDER FREDRIKSEN AND TORE LISTOU: UNDERSTANDING THE MILITARY INDUSTRY THROUGH STRATEGIC CULTURE AND CHANGE

This paper investigates whether strategic culture can explain differences between Norway's and Sweden's military-industrial strategies. By analyzing the countries' industrial history and choices of strategic partners, i.e., the cultural collaborative climate, the paper provides insights into how this has influenced both ownership of, and political priorities related to the defense industry of the two countries. The paper builds on Doerer and Eidenfalk's premise that strategic culture shapes the behavior for political outcomes. Further, it relies on the research of Edström, Gyllensporre, and Westberg and performs a document study to compare the strategies along three temporal shifts; the end of the second world war, the end of the cold war, and the Russian annexation of Crimea. Previous research shows a link between national security strategies on the one hand and policy decisions related to defense procurement and the adaptation of the military-industrial complex on the other. We find that the cultural collaborative climate to a large degree is shaped by a country's propensity to privatize core defense industries, as well as the path dependencies from historical decisions about choice of strategic partners at the political level. Increased knowledge about the origins of differences in military-industrial strategy provides better conditions for international cooperation. As a result, this research will help to improve cooperation between countries such as Norway and Sweden if joint defense procurement projects are to be implemented in the future.

Aleksander Fredriksen is a Lieutenant Colonel and works currently as planner at the Norwegian Joint Logistics Support Group; NOR JLSG. He has plentiful military experiences from the Norwegian Army and Brigade Nord, the largest unit in the Norwegian Army. He holds a Master's degree in military studies from the Swedish Defense University and an MBA in Security management and cultural understanding from BI Norwegian Business School.

Tore Listou is associate professor in Logistics at the Norwegian Defense University College and adjunct lecturer at the Swedish Defense University. He holds a PhD in logistics from Lund University, Sweden, as well as a Master's degree (Cand. Merc) from the Norwegian School of Economics, and a Master of business economics from BI Norwegian Business School. His research interests encompass logistics preparedness and response in military and humanitarian supply chains, and inter-organizational relations between defense and commercial and non-commercial actors.

MATTIAS VIKTORIN AND CAROLINE TRULSSON: ORGANIZING MILITARY SYSTEMS: NATO AND THE REFORMATION OF THE SWEDISH ARMED FORCES

The international response to Russia's ongoing war in Europe evinces the contours of a new security environment. Western military support to Ukraine has remained surprisingly strong, NATO is currently in the process of expanding, and individual European states have speeded up attempts to re-militarize their armed forces. As such, Russia's invasion have brought about a notable consensus in the west about ideas concerning legitimate uses of force, the importance of international military collaboration, and the significance of a strong national defense. However, opinions differ concerning what ought to be done exactly, and how. Some commentators suggest that the military needs simplification, stressing modern facets like functional differentiation and hierarchical organization (e.g., Storr 2022). Others allege that the military must instead embrace complexity, calling for new organizational solutions such as "collective command" (e.g., King 2019). In this paper, we seek to bring these perspectives closer together by highlighting the conceptual difference between organization and system. More specifically, we approach the military as a *system*, whose internal *organization* needs to be re-thought in relation to changes in its *environment*. Sweden constitutes a particularly illuminating empirical case. Sweden's renewed focus on national defense, along with its application to NATO, exemplify current security trends while also revealing some of the political, systematic, and organizational challenges related to such efforts. By exploring what is at stake in relation to the current reform of the military in Sweden, we ultimately hope to reveal something also about the organization of military systems more generally.

Mattias Viktorin (B.A., Ph.D.) is an associate professor of social anthropology at Stockholm University; an affiliated researcher at the Swedish Defense University; and a permanent member of staff at the Joint Forces Command of the Swedish Armed Forces. He has been a visiting Fulbright Scholar at the University of California, Berkeley; the Secretary of the Swedish Society for Anthropology and Geography; and a senior lecturer in Cultural Anthropology at Uppsala University. His research interests include the anthropology of organizations, military sociology, and philosophy.

Caroline Trulsson (M.A.) holds a master's degree in political science from Uppsala University, and is currently branch head at the Joint Forces Command of the Swedish Armed Forces. Since 2015, she has been working at the Joint Forces Command within areas such as Lessons Learned from SWAF national operations and international missions. She is the editor of several publications, and her research interests include military professionalism, civil-military relations, and philosophy.

PME 1: LEADERSHIP

PARALLEL SESSION, WEDNESDAY 10.45 – 12.00

Chair: Peter Tillberg: peter.tillberg@csms.se

JAKOB RØMER BARFOD: NEW PERSPECTIVES ON RESEARCHING THE MILITARY PROFESSION AND LEADERSHIP

Studies about the military profession and in particular leadership are currently in something of a methodological crisis. Scholars engage in deep self-criticism about leadership studies' obsession with questionnaires and the quality of these (Antonakis m.fl. 2016; Banks, Woznyj, og Mansfield 2021; van Knippenberg og Sitkin 2013) as well as the lack of attention to actual behaviors in questionnaire based research. At the same time, qualitatively oriented leadership studies struggle to find ways of exploring the relational, distributed, and processual aspects of leadership. As Alvesson (2019, 27) notes, leadership research generally "relies far too much on respondents' questionnaire-filling and, although less common, interview behavior, seldom any careful inquiry of the relations and interactions that according to most definitions are central for leadership". Despite a wealth of theoretically insightful articles is being published, the field is plagued by a methodological failure to investigate the in situ accomplishment of leadership. As argued by Larsson and Alvehus (2022, 10): "if leadership scholars want to study leadership [...], they need to develop new epistemological and methodological practices." This presentation will discuss an approach for the rigorous analysis of interpersonal processes in organizational settings, utilizing observations and video recordings informed by ethnomethodology. The structured methodological approach is able to explore the complex phenomenon of leadership as an interpersonal and interactional process by combining the analytical resources of conversation analysis (Heritage and Clayman 2010; Sacks 1992) with the discipline offered by the notion of the sensitizing concept from symbolic interactionism (Blumer 1954). The proposed approach assumes that social phenomena are ontologically located in the domain of social interaction, avoiding individualistic reductionism.

Jakob Rømer Barfod is a serving officer in the Danish Defense Force and a faculty member and course director at the Royal Danish Defence. He earned his PhD at Copenhagen Business School and he holds a master's degree in Psychology in Organizations from Roskilde University, Denmark. He has presented his research at several meetings of the Academy of Management (AOM), and military conferences such as IMTA (International Military Testing Association) and IAMPS (International Applied Military Psychology Symposium). He frequently consults for defense and private organizations on leadership and human resource issues.

TORUNN LAUGEN HAALAND: 'LEADERSHIP, NOT SACRIFICE'. THE NORWEGIAN WAR DECORATION REGIME

This paper examines the Norwegian war decoration regime as an expression of contemporary perceptions of military heroism. It compares the awarding of the three highest war decorations in Norway, the UK and the USA (the War Cross with Sword, the Victoria Cross, and the Medal of Honor) for actions undertaken in Afghanistan between 2011 and 2018. The comparison shows that the Norwegian decoration regime stands out in several respects. Most importantly, it tends to award

leadership, achievements, and prestige among allies, whereas the US and the UK regimes tend to award *individual acts of courage, involving great risk to one's own life for the sake of others*. The Norwegian war decoration regime seems to epitomize a post-heroic force, in which the highest awards are detached from the traditional military value of sacrifice.

Torunn Laugen Haaland is a professor at the Norwegian Institute for Defense Studies at the Norwegian Armed Forces University College. Her research interests include the military profession, professional military education and civil-military relations.

VILHELM STEFAN HOLSTING AND MORTEN BRÆNDER: MILITARY MOTIVATION AND IDENTIFICATION – CROSS-SECTIONAL AND LONGITUDINAL EVIDENCE

In the wake of the War in Ukraine, the need for Armed Forces organizations to focus on recruitment and retainment and to attract, educate and maintain their future leaders has reentered the agenda. As organizational identification is known to strengthen retainment, this study examines antecedents of military identification, focusing on the role of intrinsic motivation in particular. Thus, through cross-sectional and longitudinal analyses of a unique dataset with Danish Cadets, we show a close link between intrinsic motivation and Military Identification. These findings have obvious recruitment implementations and should also give rise to considerations regarding the Armed Forces' prioritization of retainment initiatives.

Vilhelm Stefan Holsting is Commander Senior Grade (Navy) and director of the Institute for Leadership and Management at the Royal Danish Defense College and executive editor of *Scandinavian Journal of Military Studies*. He holds a PhD in leadership and management from Copenhagen Business School. His research focus on officership on junior and senior level.

Morten Brænder (not presenting) is an Associate Professor in Political Sociology and director of the Centre of University Studies in Journalism at Aarhus University. His research centers on motivation and professional identity in the military.

ÜLLE SÄÄLIK, TIIA-TRIIN TRUUSA AND ARTUR MEERITS: SHOULD LEADERS 'KEEP THE FLOWERS BLOOMING' OR JUST 'KEEP THE COGWHEELS GREASED'? ESTONIAN SOLDIERS' PERCEPTIONS OF THE ROLE OF A MILITARY LEADER

Nowadays, military service in western nations does not function under the same rules of conduct as in the past, as more moral and human-centred approaches have emerged (e.g., Northouse 2022). Armies traditionally practice the autocratic style of leadership (e.g. Gill 2011), but it may be necessary to put greater value on the development of human resources (e.g. Hawkins 2011). When the world changes, the military must revise its concept of leadership. After all, effective organizational leadership and development needs a shared sense of organizational identity (Jackson 2010, 515). In this paper, how conscripts in the Estonian Defense Forces perceive a good military leader, was studied qualitatively using the three-dimensional six-competency model of military leader competencies as a framework (Säälik et al., 2020). The conscripts' understanding of the leader's roles helps to identify their ideas about the social structures in the society and the organization, as well as intergroup patterns of understandings (Burke and Stets 2009, 4-5), which come from their standards and expectations of the role based on the military environment, regulations, traditions and personal experience (Ewen 1993, 64-65). The interpersonal competency was the most desired, followed by

leadership competency, highlighting the use of human-centered approach rather than focusing on the task and applying management skills, at least in training situations. The younger generation needs reasoning and individual consideration above all, while valuing the balance between a demanding and tolerant attitude. The ideal military leader is characterized by good interpersonal competency resulting in the creation of natural followership.

Ülle Säälik (PhD) is a lecturer – field lead in the Estonian Military Academy. With the background of Educational Sciences, she is also active as a researcher and involved in the development activities of the academy, including leader development programme, studies about leadership, morale, personality and identity.

Tiiu-Triin Truusa (PhD) works at the Baltic Defense College in the Dean's Office as Manager of Academic and Outreach Activities and at the University of Tartu as a researcher in the field of Military Sociology. Her research mainly focuses on the interconnections between civilian and military spheres in society.

Artur Meerits (not presenting), major and dr, has acquired his doctoral degree in Business Administration. With a background of both military and academic experience, he currently studies higher level leadership in the Baltic Defense College.

CYBER

PARALLEL SESSION, WEDNESDAY 10.45 – 12.00

Chair: Jeppe Teglskov Jacobsen: jeja@fak.dk

TOBIAS BOELT BACK: EMPIRICALLY SPECIFYING HUMAN-TECHNOLOGY TINTERACTION WITH THE AIM OF DEVELOPING FOCUSED CYBER SECURITY INITIATIVES

At the NATO summit in Brussels 2021, the Member States endorsed a new Comprehensive Cyber Defense Policy. This reaffirmation of NATO's defense mandate in the cyber domain underpinned a common aspiration to reinforce further the Alliance's cyber resilience through an extensive, joint effort across political, technical and military levels. Zooming in on the Nordic region, this paper highlights current national cyber strategies from four NATO Member States, including Denmark (2021), Finland (2019), Iceland (2022), and Norway (2019). Common to these strategies is that they each emphasizes a need for public and private authorities, businesses, and citizens to take active responsibility in ensuring national cyber security. Yet, in all four strategies, the practicalities of such digital safeguarding remain underspecified. By extension, in highlighting institutionally verified measures such as education, training, and exercises as fundamental in building and maintaining a robust cyber security culture, the strategy authors risk losing sight of other important cultural aspects (e.g., beliefs, opinions, moralities), all of which are important, constitutive elements of human-technology interaction (Suchman 2007). A key ambition of this paper is to provide a method for empirically specifying human action with the aim of developing more focused cyber security initiatives. Drawing on Actor-Network-Theory (Latour 2005) and Ethnomethodology (Garfinkel 1967), it proposes a video-enhanced framework for systematically exploring patterns in how end users make sense of novel digital security technologies by adapting new courses of action to their already existing, taken-for-granted digital practices.

Tobias Boelt Back is an assistant professor at the Institute of Military Technology at the Royal Danish Defence College. His current research focuses on cybersecurity measures and their effect on human-technology interaction. Specifying in detail the practices through which corporate cybersecurity standards are cooperatively reproduced, maintained, and contested across organisational

settings, his work emphasises the need for cybersecurity professionals to consider human susceptibility to social engineering cyberattacks as decidedly a social rather than an individual matter of concern.

ANDREAS GRAAE: THE CYBER CATASTROPHE REVISITED – THE VISUAL CRISIS IN THE NORDIC CYBER SECURITY IMAGINARY AND THE IMPORTANCE OF VISUAL AND POPULAR CULTURE

The first decade and a half of the new millennium, both policy makers and academic predicated that the next big terrorist attack and the next war would contain big, devastating and destructive cyberattacks. As the attack never happened and with more and more scholars – most prominently coming from the Copenhagen School of Securitization (Hansen and Nissenbaum 2009) – pointing to the unnecessary hyperbole and threat inflation surrounding the Cyber Pearl Harbor and Cyber 9/11 analogies, any attempt in Security Studies to engage with cyber catastrophes and representations of cyber destruction in popular culture was largely disregarded as unconstructive. However, being some of the most digitalized countries in the world, the Nordic member states of NATO are increasingly vulnerable to cyber-attacks on critical infrastructure which calls for a more nuanced debate and reconsidering of how to imagine near-future digital disaster scenarios. The paper revisits the cyber catastrophe in popular culture to discuss the implication for cybersecurity, including the fundamental problem of visual representation of cyberspace. On the one hand, the popular image of cyber catastrophes creates a mental place of chaos and anxiety that leads to more resilient citizens when they deal with everyday cyber disturbances. But on the other hand, the unrealistic scenarios leave us with a crisis in our mental and cultural imaginary; We cannot sufficiently visualize the implication of cybercrime, cyberespionage and cyber enabled information campaigns – the three most serious threats from cyberspace – which challenges our attempts to get people to act safely online. The paper takes these challenges into critical consideration, suggesting to take popular culture seriously as a strategy for building cultural resilience in the Nordics.

Andreas Graae is Assistant Professor at the Royal Danish Defense Academy. He has a Ph.D. from the University of Southern Denmark and a candidate from the University of Copenhagen. His research revolves around how new and disruptive technologies (EDT) – including drones, artificial intelligence and autonomous systems – are changing the battlefields of today and tomorrow and what consequences this transformation has for the military organizational culture. This includes in particular the increasingly complex relationship between man and machine, including how increased automation and decentralization challenge human command and control, how data is represented to humans and shared in organizations, but also how AI software systems and remote sensing can remedy future challenges in the military task solving.

MARTIN SCHÜLER: HUMAN AND MACHINE LEARNING

The purpose of this paper is to discuss the potential effects of machine learning and artificial intelligence on military organizations, on a general basis. ChatGPT, has sparked a debate in universities all over the world, and language model software's are likely to impact how military personnel conduct their work – several officers work on tasks that could benefit from machine learning integration, such as logistics, healthcare, maintenance, intelligence, and others. However, officers will need to develop skills to ask relevant questions to extract information from the algorithm and train the algorithm to process relevant information with sufficient quality. That is, the military organization needs to develop different methods of learning. Exercises, particularly two-sided field exercises with a friendly and a hostile side, now have two additional learners, the friendly and the hostile algorithm. The potential risks of learning faults and errors from exercises are always present, and introducing algorithms increases these risks. Humans learn by facing different situations and

reflecting on their actions, while algorithms learn by classifying available data. Understanding the learning needs of humans and algorithms has strategic implications.

Martin Schüller is a major working at the Land Warfare Centre with army research and development. Martin holds a PhD in work integrated learning.

MIKKEL STORM JENSEN: A QUIET SUCCESS STORY: NORDIC CYBER DEFENCE COLLABORATION WITHIN THE FRAMEWORK OF NORDEFECO

Over the years a pragmatic collaboration on cyber defense has developed quietly within the framework of NORDEFECO. Technically and organizationally, NORDEFECO has facilitated this by providing a forum as well as the means for conducting classified communication independently of other similar systems within e.g. EU or NATO that so far has not included all of the NORDEFECO members. This has allowed a collaborative environment to emerge based on pragmatism, common interests and personal interactions between like-minded individuals and organizations that represents some of the best ways in which NORDEFECO can supplement the member states' other alliance-related activities and provide synergy at a low cost.

Mikkel Storm Jensen, Phd, is a major in the Danish army with an operational background in intelligence analysis. He serves at the Institute for Strategy and War Studies, Royal Danish Defence College. Initially focusing on the state's role in societal resilience, he now mainly investigates the role of cyber means for destructive attacks in international relations, particularly from a small-state perspective. His dissertation demonstrates how offensive cyberspace operations capabilities are questionable means for prestige and new venues for entrapment in military alliances.

PME 2: MILITARY CULTURE

PARALLEL SESSION, WEDNESDAY 13.15 – 14.30

Chair: Joakim Berndtsson: joakim.berndtsson@globalstudies.gu.se

DIANA NILSSON: NORDIC MILITARY ENGLISH: LANGUAGE IDENTITY AND POTENTIAL POWER STRUGGLES AS NORDIC COUNTRIES ENTER NATO

As an officer in a Nordic country, being able to express oneself precisely, concisely, and effectively in English has never been more imperative. Thereto, in a NATO context, speaking “good English” could be insufficient unless the military professional can effectively acquire and use NATO military English. While Sweden looks to join Finland in NATO, the work to adapt Nordic defense forces, staffs, and processes to NATO standards is underway. But what about the language that will enable these forces, staffs, and processes to become interoperable? This paper aims firstly to identify a sample of English lexical items commonly used by Swedish and Finnish military forces, which will likely cause confusion or, at the very least, delay understanding in a NATO context. These terms will then be used to illustrate how the Nordic military community could harness the power of data-driven learning to more quickly acquire accurate NATO military terminology in diverse and highly specific contexts. This illustration will support the secondary aim of this paper, namely to show the acute need

to research the language used by military forces in Nordic countries in particular. This research is important not only to establish how interoperable and effective Nordic officers are in high-stakes power negotiations common in a NATO context, but also to identify and potentially preserve the Nordic military identity even in NATO.

Diana Nilsson is a university adjunct and English lecturer at the Swedish Defence University in Stockholm where she teaches English for Specific Purposes (ESP) within the Higher Officer's Program, the Officer's Program, and English for Military Technology. With a specialization in teaching English as an additional language from Linnaeus University, her main research and teaching interests include corpus linguistics, ESP, English as a Lingua Franca (ELF), and intercultural communication. Currently she is developing ESP course material from ELF corpus data intended for Nordic military audiences.

FREDERIK WESTERDAHL: EMPOWERING ARMY PROFESSIONALS

How do practices in force generation implement espoused command philosophies? How do practices support development of autonomous professionals making independent decisions? Research shows that effectiveness in battle depends on the ability to decentralize command (Talmadge 2011, 290pp; 2015, 1pp; Tuunainen 2016, 200pp). Ability to decentralize command depends on professional junior officers' ability to make independent decisions and take initiatives, according to previous research (Bousquet 2008, 927pp; Finkel 2011, 223pp; Gudmundsson 1989, 172pp; Shamir 2011, 64; Talmadge 2011, 290pp; 2015, 1pp). Bruce Newsome argues that the armies shape soldiers. Decentralized personnel management provides opportunities to condition personnel and develop unit cohesion and decentralized command empowers leaders to act autonomously (2007, 66pp, 148). Defining autonomous professionals is ability to exercise discretion and make decisions, even when these contradict manuals and regulations (Finney and Mayfield 2018, 54p). Evolution of organizational culture entails balancing centralization and decentralization to the circumstances. Force generation should ideally produce cohesive units, led by officers able to make independent decisions, with an operational philosophy serving as a source of identity bringing the organization together. Military professionals learn decision-making during force generation. Practiced ways to lead assumedly affects how professionals can lead in battle. The practiced decision-making constitute implementation of policy (Thomann, van Engen, and Tummers 2018; Moore 1987, 74pp; Lipsky 2010, 13p). Practices may differ between operations and force generation (Newsome 2007, 150pp; Shamir 2010, 659). In force generation, implementation of command policy - ways to lead - takes place and shapes ability.

Fredric Westerdahl is a Lieutenant-Colonel in the Swedish Armed Forces and a doctoral student at the Swedish Defence College. He has an master of Military Art and Science from U. S. ACGSC and a master degree in History from Stockholms University. His operational deployments include both Afghanistan and former Yugoslavia, and he has among others served as battalion commander at the Military Academy Karlberg, as Aide-de-Camp to H.M.K, and as staff officer at the Swedish Armed Forces Headquarter's strategic level Policy & Plans department.

NAMAN KARL-THOMAS HABTOM: REPUTATIONAL NEUTRALITY IN SWEDEN'S MISSIONS AND ITS END

Beginning with the wars in the former Yugoslavia, Sweden's peacekeeping missions became progressively less UN-centric and increasingly NATO/EU-focused. Nevertheless, part of Sweden's effectiveness and attractiveness in various missions derived from its non-NATO status even while it clearly became more integrated in the Western security architecture. This presentation would explore how Sweden's reputation allowed it to play a significant role in various missions, both military and civilian, because of its non-aligned status and how NATO membership means that Sweden will likely have to shift its focus if it wants to continue to be involved in conflict management and resolution. This presentation will focus on three case studies, highlighting how neutrality (at least its perception)

allowed Sweden to be involved in both a military and a civilian capacity. The first will look at Sweden's involvement in the former Yugoslavia as monitors/observers, the second will examine the role of Sweden as a diplomatic backchannel during the NATO bombing of Yugoslavia in 1999, and the third will focus on the involvement of Swedish civilians in the disarmament of Iraq between 1991 and 2003. The former two will be based on my ongoing doctoral research (titled "Sweden and the Yugoslav Wars") while the final one is derived from my journal article on the topic ("The Swedish Role in the Disarmament of Iraq, 1991-2003," *Scandinavian Journal of History*, DOI: [10.1080/03468755.2020.1866065](https://doi.org/10.1080/03468755.2020.1866065)). Due to the NATO membership application and as Sweden shifts its focus increasingly to northern Europe, Sweden should not expect to be involved in such missions and efforts with the same prominence but instead begin preparing for more supportive and less distinguishable roles. The presentation will conclude by outlining what Sweden's new role may look like.

Naman Karl-Thomas Habtom is a doctoral student at the University of Cambridge, where he researches Swedish military and diplomatic history. He is also a visiting researcher at Université libre de Bruxelles and was previously a guest researcher at the Swedish Defence University. His current research focuses on Sweden's relationship to the Yugoslav Wars. Habtom is also a student contributor to *Lawfare*, where he writes on security policy and international affairs, and is currently editing and edited volume on post-Cold War neutrality in Europe, Asia, and Latin America. His journal articles have been published in *Scandinavian Journal of Military Studies* ("The Composition and Challenges of Foreign Fighters in Ukraine," DOI: <https://doi.org/10.31374/sjms.151>) and *Scandinavian Journal of History*, and he has peer-reviewed for *Journal of Cold War Studies* and *Confluences Méditerranée*.

ANDERS KLITMØLLER AND ANNE ROELSGAARD

OBLING: FRONT ENDS AND BACK ENDS: CIVIL AND MILITARY ROLES AND IDENTITIES IN NATO ADVISORY MISSIONS

This article examines the roles and identities in North Atlantic Treaty Organization's (NATO) multinational headquarter. Turning to the contemporary threat and security environment, we explore how NATO allies engage in a diversity of mission types; and how these are interpreted and made sense of. Empirically, we investigate how individual and collective interpretations of roles and operational experiences shape interactions between actors in a multinational advisory mission in Iraq. Drawing on role theory and sociology of identity, we unpack the mission into sets of roles, identities and competencies, and we pay attention to how past military experience are brought to the fore in the role interpretation of the current mission. Our aim is to understand how actors understand their own roles towards the mission purpose and towards past, present and future missions. It is shown how different perceptions of roles and mission purpose in the alliance complicate the coordination and synchronization of operational outcomes.

Anders Klitmøller is associate professor at Department for Leadership and Organization, The Royal Danish Defense College (RDDC). His current research interest revolves around leadership and command.

Anne Roelsgaard Obling, is associate professor at Department for Leadership and Organization, The Royal Danish Defense College (RDDC). Her main research interests are in public organizations, notably military organizations, and the impact of social change on professional roles, work arrangements, people and management.

SOCIETAL SECURITY

PARALLEL SESSION, WEDNESDAY 13.15 – 14.30

Chair: Søren Sjøgren: sosj@fak.dk

SVANTE AASBJERG THYGESEN, ANDREAS HAGEDORN KROGH AND CHRISTIAN LO: BAD FOR HUMANITY, GREAT FOR GOVERNANCE – A SCOPING REVIEW OF EUROPEAN COLLABORATIVE GOVERNANCE RESEARCH DURING THE COVID-19 PANDEMIC

COVID-19 shook the world of public administration. The pandemic triggered an explosion of research examining new and experimental forms of collaborative governance that emerged as governments and public administrations attempted to manage the long-lasting and boundary-spanning crisis. Prompted by the sudden and rapidly evolving crisis, however, most of the COVID-19-related research studies were conducted in parallel and with little cross-reference, thereby hampering systematic knowledge accumulation and collective learning. This paper presents the results of a scoping review that identifies the most prominent empirical findings and main lessons drawn in the European research literature on emergent forms of cross-sector coordination, cooperation and collaboration undertaken to manage the pandemic in Europe. Through a thematic analysis of studies published in leading peer-reviewed journals in public administration and crisis management, the paper identifies the main research themes in the literature and examines their contents and applicability. The review shows how scholars from a wide range of academic disciplines have studied collaborative governance practices on multiple levels of government and between multiple sets of actors, including ministerial departments, central government agencies, civil and military organizations, municipal services, private business, and civil society associations. Based on the review results, the paper highlights the most significant advances in collaborative governance research propelled by the pandemic, discusses persistent knowledge gaps and suggests avenues for the future development of collaborative crisis management in both research and practice.

Svante Aasbjerg Thygesen is Research Assistant at the Institute for Leadership and Organization, Royal Danish Defense College, Denmark. His research interests include cross-sector collaboration, crisis management and collaborative leadership. Currently he is involved in the RESECTOR project that researches crisis management in Denmark, Norway and Sweden during COVID-19.

Andreas Hagedorn Krogh is Assistant Professor at the Institute for Leadership and Organization at the Royal Danish Defense College, Denmark. His research interests include collaborative governance, crisis management and emergency management. Krogh currently holds the title as defending tractor-pulling champion in the region of North Zealand, Denmark.

Christian Lo is Associate Professor at the Faculty of Social Sciences, Nord University, Bodø, Norway. His research interests include public administration, development of welfare services, local governance and political culture. Lo once fired a sub-machine gun, under controlled circumstances, while doing fieldwork among Norwegian police officers.

LAURI JAUHAINEN: DOES THE FINNISH COMPREHENSIVE SECURITY MODEL COVER THE NATO BASELINE REQUIREMENTS FOR RESILIENCE?

Finnish national preparedness is conceptualized in the Comprehensive Security Model (CSM). It presents a cooperation model for Finnish security stakeholders: officials, non-governmental organizations, companies, and citizens. The concept of resilience is sparingly used in Finnish strategy documents. For the NATO community, however, resilience is a major objective. NATO has published several declarations to enhance resilience and has established the Resilience Committee. NATO sets the minimum criteria for national preparedness in seven NATO baseline requirements (NBR) of resilience. NATO considers four stakeholders essential regarding resilience: NATO itself, member countries, private sector, and population. NATO regards resilience as a national responsibility. The paper investigates to what extent the Finnish CSM covers the NBRs, and which stakeholders are entrusted for safeguarding them. A framework utilizing the seven NBRs and three stakeholder levels is developed. Recent Finnish Government level documents are used as primary data for the study. Lower-level official documents and expert interviews are used as complementary data. The results suggest that the CSM covers all the NBRs. The CSM is also broader in scope than the NBRs. Two of the seven NBR categories are not covered regarding individual citizens' level, but this is not deemed to be a major problem. The paper suggests that more research should be conducted regarding the concept of resilience in Finland as a shared understanding does not exist.

Lauri Jauhainen, First Lieutenant Finnish Defense Forces, M.Sc. Hanken School of Economics (economics and business administration, humanitarian logistics), B.Mil.Sci National Defence University (military strategy, military logistics), B.Soc.Sci University of Helsinki (economics)

ADRIANA ÁVILA-ZÚÑIGA-NORDFJELD, DIMITRIOS DALAKLIS, HAROLD THOMAS WORKMAN AND JOHAN GRANHOLM: THE IMPACT OF THE RUSSIAN-UKRAINE WAR ON MARINE INSURANCE, SHIPPING AND FOOD SECURITY

The Russia-Ukraine Conflict has had a deep impact in marine insurance premium rates, which were doubled during 2022, while in 2023 several marine insurance P&I clubs are cancelling war-risk coverage across Russia, Ukraine, Belarus and the Republic of Moldova, leaving shipping companies liable for substantial losses linked to the military conflict. War is excluded from conventional insurance policies, as established in the Marine Insurance Plan, which requires ship-owners and shipping companies to buy extra war coverage on top of the normal Hull Insurance and P&I insurance premiums. However, most P&I insurance clubs have stopped providing such coverage for the region. This has also rebounded in seagoing vessels and maritime transport rates, which show also a significant rate rise of over 50% after the war, according to the latest reported price index. The shipping industry has been severally affected by the belligerent conflict, which has resulted in increased capacity for other parts of the world, affecting the global shipping market. The high shipping rates have also been reflected in final food prices, due to the higher demand of grain and other food products, even after the intervention of the United Nations, which in July 2022, brokered an agreement with several marine insurer companies for insuring ships transporting grain from

Ukraine's ports. This illustrates the need to establish measures and a global strategy to improve the international food access and respective distribution. From the Nordic perspective it also highlights the importance of developing binding agreements to ensure a regional food security in case of war, regarding the role of the shipping and food market in Nordic defence as part of the strategic and tactical operations. Thus, this article analyzes the development of marine insurance premium rates for grain and general cargo vessels in relation to shipping rates and its rebound in food prices and food security, within the framework of war and belligerent conflicts. Recommendations and future research directions are provided.

Adriana Avila-Zuniga Nordfeld (Phd) joined the Swedish Defence University (SEDU) in 2021, upon completion of her doctoral studies at the World Maritime University (WMU), established by the International Maritime Organization (IMO) - a specialized agency of the United Nations. Her expertise revolves around the interrelated maritime safety and security domains, as well as defence systems with special focus on the military operations at sea. She is the author/co-author of many peer reviewed articles, book & studies.

Dimitrios Dalaklis joined the World Maritime University (WMU) as professor (Safety & Security) in 2014, upon completion of a twenty-six years distinguished career with the Hellenic Navy. A Hellenic Naval Academy's graduate, with postgraduate studies in the United States (Naval Postgraduate School) and conducting his PhD research at the University of the Aegean, Department of Shipping, Trade and Transport. He is the author/co-author of many articles & studies in both the Greek and English languages, with a strong research focus on issues related to operations at sea.

Harold Thomas Workman is a retired U.S. Naval Officer, and World Maritime University, Maritime Affairs, Doctor of Philosophy candidate. His research emphasizes maritime domain criticality during globalization era conflicts; and integration of commercial, military, and infrastructure requirements within national maritime strategies. Workman's experience includes: U.S. Naval Academy, Naval Postgraduate School, and National Defense University degrees; worldwide maritime tactical operations; oversight of U.S. Navy Surface Warfare Manpower & Training; and leadership of numerous U.S. Navy readiness initiatives.

Johan Granholm (Ph.D. C.) works at the Swedish Defence University, Department of Systems Science for Defence and Security.

ALEXANDER N. BEHRNDTZ: IN CYBER RESILIENCE WE TRUST – CONNECTING THEORY AND PRACTICE

Resilience has become a major “buzzword” within the world of cyber security. In most national cyber strategies, the term is introduced as the *end state* that – when reached – promises to overcome the various, elusive threats from cyberspace. Even NATO is enthusiastically embracing the concept. Critical infrastructures must become resilient to cyberattacks in order for Member States to live up to their Article 3 obligation of developing their individual and collective capacity to resist armed attacks. In short, resilience is an unequivocally positive concept when practically applied. Interestingly, much academic literature – particularly within Security Studies, Ecology and Psychology – points to the negative (often, political) implications of the concept of resilience. It is often criticized for being vague, badly or inconsistently defined, impossible to measure and ultimately impossible to achieve, and for leading to a problematic transfer of responsibility from the powerful to the less resourceful. This paper seeks to bring into dialogue the critical literature on resilience and the practical government efforts to build cyber resilience in society. It zooms in on the Nordic region and asks how these countries have defined and applied the concept of resilience in their national cyber security strategies. Through the lessons brought forward in the critical academic literature on resilience, the paper discusses the blind spots and potential pitfalls following from the current fascination with the concept among cyber security practitioners and civil servants. The aim of the paper is ultimately to propose a way forward in the practical pursuit of cyber resilience.

Alexander N. Behrndtz is a research assistant and pending Ph.D. student at the Institute for Military Technology at the Royal Danish Defence College. His current research focuses on understanding the emergent cyber resilience and the practical governmental efforts to build cyber resilience in society. This includes how states and major organizations introduce and define resilience in their cyber defence strategies and public-private partnerships.

LOGISTICS

PARALLEL SESSION WEDNESDAY 13.15 – 14.30

Chair: Karl Ydén: karl.yden@gmail.com

GUNN ALICE BIRKEMO ET AL: PARTNERSHIPS IN DEFENCE LOGISTICS – POSSIBILITIES AND CHALLENGES

During the last decade, several partnerships between commercial actors and the Norwegian Armed Forces have been established. To which degree these partnerships contribute to the security of supplies to military organizations during global crises therefore needs to be investigated. The purpose of this study is to assess potential benefits and challenges within the following perspectives of strategic partnerships: 1) operational conditions, 2) economic conditions, 3) commercial matters, 4) international law, and 5) technology and competency. The five perspectives was assessed through a literature review, documentation of experiences and a workshop with subject matter experts. The study show that strategic partnerships has a potential to increase the level of availability and scalability of a range of resources, without increasing the cost levels correspondingly. The study also indicates that a partnership can improve security of supplies for a military organization. Two main challenges are however, legal restrictions connected to the use of civil personnel in a military operation and decreased supply chain visibility, which may be exploited by threat actors. Hence, caution must be made when establishing such a partnership. As partnerships are not widespread in military logistics, the current study provides valuable knowledge when considering various sourcing strategies.

Dr. Gunn Alice Birkemo is a principal scientist at the Norwegian Defence Research Establishment (FFI). As an operations analyst her area of research cover strategic defence planning, national preparedness, civil military cooperation and security of supply. She holds a PhD in chemistry. Co-authors Mr. Olger Pedersen and Ms. Julie Celine Bergaust are also researchers at the Norwegian Defence Research Establishment, within military logistics and political science, respectively.

Authors not presenting: Mr. Olger Pedersen and Ms. Julie Celine Bergaust are also researchers at the Norwegian Defence Research Establishment, within military logistics and political science, respectively.

LASSE ELVEMO: WHAT IS THE CURRENT STATE OF THE NAF MILITARY LOGISTICS SYSTEM?

This paper revisits logistics aspects of innovation and Revolution in Military Affairs (RMA); the Revolution in Military Logistics (RML), from a perspective of the Norwegian Armed Forces (NAF), through a three-part research question: What is the current state of the NAF military logistics system, what ideas and beliefs have formed today's status and which direction is needed for the future? Based on written sources and interviews, the research question is answered and discussed from a multidisciplinary theoretical base, mainly that of innovation and military logistics. The NAF logistics system has developed through a *post-Fordist* evolution, to a state of imbalance with hampered systems operational availability. The defining belief of this development is that the NAF logistics system will not be put fully to the test, and that NATO membership ensures Norwegian security. Overemphasis on cost-driven strategies not adapted for a military context, top-down driven processes, and even functional stupidity, are derivatives of the defining idea. The NAF needs a clearer and more contextually adapted logistics strategy, properly financed according to operational needs, if the ambition is operational availability and ability in the future. The research is limited to the NAF

and defence sector, but the military context and commercial theoretical approaches are of general value. It shows that there are relevant multidisciplinary research opportunities for military logistics related to innovations and how underlying ideas form real life solutions.

Lasse Elvemo is a commander of senior grade and naval logistics officer with broad practical experience within military logistics and leadership development. He holds position as teacher and Ph.D scholar within military supply chain management at the Norwegian Defence University College, Naval Academy.

ROLAND HELLBERG AND IMOHO ANTAI: TEACHING LOGISTICS COMPATIBILITY FOR HOST NATION SUPPORT (HNS) IN COMBINED AND JOINT OPERATIONS – BUSINESS AS USUAL, TREND OR PARADIGM SHIFT?

Ascending to NATO membership requires adjustment for both the Armed Forces and civil society in terms of logistics preparedness and capability. This is especially true for host nation support, where a clear conceptualization of logistics among interacting forces is critical for success of such joint operations. NATO outlines seven principles for effective HNS planning and execution which include responsibility, provision, authority, coordination and cooperation, economy, visibility, reimbursement. According to NATO principles, logistic support should be provided by balancing the peacetime provision and locations of logistic assets and conflict consumables with the ability to resupply and reinforce to ensure timely and continuous support. Given the multi-dimensional requirements of HNS, its planning and implementation involves a major focus on logistics management. The HNS principles pose significant challenges for host countries and there is an ongoing debate about what this means from a logistical point of view. Currently, there is varied knowledge regarding compatibility requirements for HNS logistics support within military education programs in the Nordics. The purpose is to investigate whether and to what degree HNS logistics is taught at senior officer programs in the Nordics and whether there is compatibility in the course content between the different countries. Compatibility is when a match exists between a given conceptualization/concept of logistics and its operational implementation across the Nordic nations. Military teachers at Defence Universities across Norway, Sweden, Denmark and Finland have been asked about whether or not HNS related logistics are taught in their respective officer programs and more general about the course content.

Roland Hellberg working as senior lecturer in War Science at the Department of War Studies and Military History, Swedish Defence University. Hellberg has researched, taught, supervised and been course and program responsible at several academic institutions in Sweden and Norway (for more than 20 years) in subjects related to master education programs in Industrial Engineering and Management. Hellberg are interested in subject related to supply chain, sourcing, lean, project, quality, innovation. In addition, Hellberg has 20 years of business experience from various management positions in Swedish and Norwegian companies with logistics as their core business.

Imoh Antai working as senior lecturer in War Science at the Department of War Studies and Military History, Swedish Defence University. Antai has previously worked at Jönköping International Business School and studied at Hanken School of Economics in Helsinki and KTH in Stockholm. In addition to defense logistics, Antai is, among other things, interested in supply chain management as a competitive factor, project management, digital transformation, humanitarian and emergency relief chains. Antai has professional experience from USA and Sweden and has published several scientific articles within the logistics area.

DEFENDING THE BALTIC SEA

PLENUM SESSION WEDNESDAY 15.00 – 16.15

Chair: Anders Puck Nielsen: anpn@fak.dk

JULIAN PAWLAK: EVERYTHING CHANGES, RIGHT? NATO AND NAVAL WARFARE IN THE BALTIC IN THE 21ST CENTURY

The Russian invasion of Ukraine and the (likely) accession of Sweden and Finland to NATO have huge implications for the Nordic-Baltic region. Commentators and analysts alike proclaim a new “strategic depth” and even go so far as to describe the Baltic Sea becoming a “NATO lake” – which is misleading, at least. This paper aims to shed a scientific-analytical light on the region’s transformation. Milan Vego’s work ‘On Littoral Warfare’ and ‘Naval Strategy and Operations in Narrow Seas’ are applied as framework for the analysis. This includes, for instance, the consideration of necessary jointness of services as well as the likewise need to prepare for multidimensional threats. Therewith, the paper will consider the main facts of strategy and operations in a confined sea as the Baltic, as a first step. Following that, it will take a deeper look on the region’s status quo, including increasing cooperation since 2014, even without Sweden and Finland applying for membership of the alliance. Eventually, the article examines how their NATO membership would significantly change NATO strategy and operations in the Baltic in practice, particularly in light of littoral warfare, jointness, and in comparison to the close cooperation and ‘alignment’ that has existed already before.

Julian Pawlak is a research associate at the University of the Federal Armed Forces Hamburg (HSU) and the German Institute for Defence and Strategic Studies (GIDS). He currently pursues a PhD project on security strategies in the Baltic Sea region and is the coordinator of HSU’s interdisciplinary research network on maritime security (IFMS). Julian’s main research focusses on questions pertaining to security and defence in Northern and Eastern Europe, NATO’s Northern Flank and the Baltic Sea region, as well as maritime strategy and security.

VIKTORIYA FEDORCHAK: NORDIC EXPERIENCES WITH DISPERSED BASE CONCEPT AND IMPLICATIONS FOR NATO NORTHERN STRATEGY

Nordic cross-border collaboration significantly evolved in the last few decades. Regional initiatives like NORDEFECO were driven by various considerations, from cost-effectiveness and interoperability improvement to addressing the region's increasing threat after the Russian aggressions in 2014 and 2022. The recent Swedish and Finnish NATO applications provided more opportunities for closer regional cross-border collaboration among the Nordic air forces. This became evident in signing the first Nordic Air Commanders' Intent by four Nordic air force commanders (Norway, Sweden, Finland and Denmark) on March 16, 2023, aiming for closer collaboration of the Nordic air forces across four areas: “integrated air C2, air operations planning

and execution; flexible and resilient air basing; shared air situational awareness; common air education, training & exercises.” (NORDIC AIR COMMANDERS’ INTENT). The offered presentation is aimed to explore the spheres of cross-border air collaboration in regard to the basing concept of the Nordic countries. In this regard, the Nordic tradition and current conceptualisation and implementation of the concept of the dispersed basing under the distinctive conditions of the Nordic environment are explored, focusing on the challenges and opportunities for further strengthening of collaboration and relevant implications for NATO Northern strategy. Attention is paid to the technological aspects, logistics and survivability of air assets in terms of the Nordic basing experiences and future outlooks. Furthermore, the Nordic experience of dispersal is also explored in terms of its impact on the current American and British thinking on the base concept for strengthening resilience and survivability in future warfare.

Viktoriya Fedorchak (Phd) is a lecturer in War Studies at the Swedish Defence University, Air Operations division, which she joined in September 2022. Previously, she taught both civilian and military audiences at the Norwegian University of Science and Technology (Norway), Maynooth University (Ireland), and the University of Nottingham (UK). Dr Fedorchak taught courses in Modern Strategy, Air Power, Military History, Global Security, Geopolitics, International Relations, and European Studies. She is the author of textbook on air power ‘Understanding Contemporary Air Power’ (Routledge, 2020) and monograph ‘British Air Power: The Doctrinal Path to Jointery’ (Bloomsbury Academic, 2018). Dr Fedorchak did her PhD on the Development of the RAF doctrine 1999-2014, at the University of Hull (UK). In her current research project, Dr Fedorchak focuses on different aspects of the Russia-Ukraine war.

ADRIANA ÁVILA-ZÚÑIGA-NORDFJELD, DIMITRIOS DALAKLIS AND HAROLD THOMAS WORKMAN: PROTECTING THE MARITIME DOMAIN – THE CORNERSTONE FOR NATO IN THE NORTH

The Russia-Ukraine conflict illustrates maritime domain criticality to military readiness, commercial operations, and world economic vitality. Russian maritime dominance within the Black Sea and Sea of Azov bore implications that secured immediate Russian strategic and tactical advantages threatened world health and security, and dictated national responses. Resultantly, this conflict offers maritime lessons in war preparedness within the Baltic Sea, North Sea, and Arctic regions, and compels NATO members to reassess their national maritime strategies. NATO war preparedness in the Nordics requires maximizing both national and collaborative maritime readiness. Interdependence and mutual assurance are critical, and NATO members bear strong expectations of U.S. maritime strength. Current U.S. maritime strategy, however, lacks a comprehensive naval, commercial, and maritime infrastructure approach that undermines war preparedness. This paper analyzes key U.S. maritime domain actions needed to meet NATO’s strategic and tactical expectations including: strengthening maritime alliances with NATO and other partners; mitigating vulnerabilities resultant from a dependence upon non-U.S. flag carriers; optimizing civilian-military integration; and fostering a total defense approach.

Adriana Avila-Zuniga Nordfjeld (Phd) joined the Swedish Defence University (SEDU) in 2021, upon completion of her doctoral studies at the World Maritime University (WMU), established by the International Maritime Organization (IMO) - a specialized agency of the United Nations. Her expertise revolves around the interrelated maritime safety and security domains, as well as defence systems with special focus on the military operations at sea. She is the author/co-author of many peer reviewed articles, book & studies.

Dimitrios Dalaklis joined the World Maritime University (WMU) as professor (Safety & Security) in 2014, upon completion of a twenty-six years distinguished career with the Hellenic Navy. A Hellenic Naval Academy’s graduate, with postgraduate studies in the United States (Naval Postgraduate School) and conducting his PhD research at the University of the Aegean, Department of Shipping, Trade and Transport. He is the author/co-author of many articles & studies in both the Greek and English languages, with a strong research focus on issues related to operations at sea.

Harold Thomas Workman is a retired U.S. Naval Officer, and World Maritime University, Maritime Affairs, Doctor of Philosophy candidate. His research emphasizes maritime domain criticality during globalization era conflicts; and integration of commercial,

military, and infrastructure requirements within national maritime strategies. Workman's experience includes: U.S. Naval Academy, Naval Postgraduate School, and National Defense University degrees; worldwide maritime tactical operations; oversight of U.S. Navy Surface Warfare Manpower & Training; and leadership of numerous U.S. Navy readiness initiatives.

ANDERS PUCK NIELSEN: BALTIC HOTSPOTS FOR THE SECURITY DILEMMA AFTER NATO ENLARGEMENT

NATO enlargement in Scandinavia has changed the strategic dynamics in the Baltic Sea region. In several ways Finnish and Swedish membership improves the security, but there are also potential dangers. Using security dilemma theory as a lens, I attempt to identify potential hotspots for future crises. This involves analyzing the level of mistrust between the actors, and where the military geography and weapons technology favors offensive action. This structure is coupled with prospect theory to identify areas where the Russian leadership is likely to be either risk averse or risk seeking. The analysis identifies areas where Russian aggression is more likely than others. It is the conclusion that Russian military aggression in the Baltic states can likely be prevented if NATO has a solid military deterrence in the area. The most dangerous hotspots for potential conflict in the Baltic Sea area are identified as Belarus and Northern Finland because the security dilemma parameters suggest that a strong military posture is less likely to deter aggression.

Anders Puck Nielsen is a military researcher at the Royal Danish Defence College. His main areas of expertise include Russia, the war in Ukraine, and naval strategy. He is also the host of a podcast about military affairs and runs a successful YouTube channel.

THURSDAY

August 31

CIVIL-MILITARY RELATIONS 1

PLENUM SESSION THURSDAY 09.00 – 10.15

Chair: Kristian Sjøby Kristensen: ksk@ifs.ku.dk

TORE LISTOU: SOCIETAL PREPAREDNESS AND RESPONSE: THE COMPLEX ADAPTIVE SYSTEMS OF CIVIL-MILITARY COOPERATION

The Nordic countries' ability to cope with major crises rests on their capacity to connect organized actors, voluntary actors, and NGOs to utilize all resources available for the society. Such a diverse set of actors make up complex networks of actors, partly designed beforehand and partly evolving during crisis response. This Work-In-Progress combines Complex Adaptive Systems theory (CAS), network approaches and logistics to explore how preparedness networks evolve and adapt during major crises. Of particular interest is their abilities to logistically support both civil and military needs for resources. Data will be collected through interviews with civil defense, military defense, NGOs and local communities, as well as document studies of reports from total defense exercises and the COVID-19 response. National preparedness & response systems work in rugged landscapes, which blur causal relationships between efforts and results. This study expects to find that even if behavioral *paths* within the systems temporarily change during response, behavior *patterns* persist, because the State as the major actor is itself a complex system, and changing the State takes time. The Nordic countries organize their societal response systems differently. This research will provide systemic knowledge about Nordic societal security and give new insights into how a 'whole-of-nation' approach contributes to robust and resilient crisis response. Combining CAS and Network theory provides a new tool for understanding collaboration issues during crises.

Tore Listou is associate professor in Logistics at the Norwegian Defense University College and adjunct lecturer at the Swedish Defense University. He holds a PhD in logistics from Lund University, Sweden, as well as a Master's degree (Cand. Merc) from the Norwegian School of Economics, and a Master of business economics from BI Norwegian Business School. His research interests encompass logistics preparedness and response in military and humanitarian supply chains, and inter-organizational relations between defense and commercial and non-commercial actors.

JOAKIM BERNDTSSON & KARL YDÉN: SWEDISH PUBLIC OPINION ON NATO MEMBERSHIP AND DEFENCE

The Ukraine war has had dramatic consequences for Swedish defense and security policy. Just a little over a week before the Russian attack, Sweden's then foreign minister Ann Linde declared that the Swedish foreign policy line was firm, and that "freedom of military alliances serves us well and contributes to stability and security in northern Europe" (16 February 2022). Three months later, the same government announced that together with Finland, and with broad support in the Swedish Parliament, it intends to apply for NATO membership. In June 2022, a new foreign declaration was made, and it was clear that the security policy assessment had changed: "Swedish NATO membership is the best way to protect Sweden's security" (10 June 2022). Regardless of the fact that membership has not yet been ratified by all NATO countries, we now see a clear, rapid shift in Swedish foreign

and security policy. A Swedish NATO membership means that a long tradition of neutrality and freedom of military alliances is ending. In previous national SOM surveys, we have found an increased degree of consensus between the population at large and the former government's defense policy orientation, the so-called "Hultqvist doctrine" emphasizing increased defence spending and a shift back towards territorial defence. In the latest SOM survey, there is also a huge shift in increased support for Sweden joining NATO. Notwithstanding major policy shifts, public opinion is supportive of current Swedish defence and security policy.

Joakim Berndtsson is an associate professor at the School of Global Studies, University of Gothenburg, and a researcher at the Swedish Centre for Studies of Armed Forces and Society (CSMS). Berndtsson's research interests include civilian-military collaboration, Swedish and Nordic total defense arrangements, and public opinion on Swedish defense and security policies and organizations.

Karl Ydén is Senior Lecturer at Skovde University and Co-founder of CSMS with research interests including complex organizations, public opinion on defence matters and civil-military relations. Member of the Royal Academy of War Sciences, IUS and ERGOMAS.

MAYA MYNTER CHRISTENSEN: MILITARY SUPPORT FOR DOMESTIC COUNTERTERRORISM IN DENMARK

A volatile Nordic security environment characterized by hybrid, transgressive and border-crossing threats has blurred boundaries between internal and external security and between war and peace. The ambiguous grey zone challenges that fall between these traditional dualities have inspired emergent constellations of security cooperation and resulted in an increasing convergence between the armed forces and the police. This paper investigates how the ambiguity of grey zones shapes roles and relationships between the armed forces and the police in Denmark. Empirically, the paper focuses on military support for the police in the field of counterterrorism in the aftermath of the Copenhagen shootings in 2015. Based on qualitative interviews with commanding officers, special operation forces and helicopter pilots deployed to support police operations, it illuminates an aspect of military-police cooperation that is overlooked in research; namely, how deployed operators experience their expanded role in domestic security operations. Their support for domestic counterterrorism, it is argued, is productive not simply of a military-police convergence, but also of new relational and operational practices and processes that will shape the future of defense.

Maya Mynster Christensen is an Associate Professor at the Institute for Military Operations, Royal Danish Defence College. She has expertise in counterterrorism, intelligence and urban security governance, and has done ethnographic research in Sierra Leone, Ghana, Afghanistan and Denmark. Her current research focuses on the role of the armed forces in national operations and domestic counterterrorism. Her most recent articles include 'Assessing threatening uncertainties: Counterterrorism and everyday practices of preemptive policing in Ghana' in *Security Dialogue*, and (with Mette-Louise E. Johansen and Anna Bræmer Warburg), and 'Frictional Security Governance: Policing the Crime-Terror Nexus in Denmark' in *Perspectives on Terrorism*.

JEPPE TEGLSKOV JACOBSEN AND TOBIAS LIEBETRAU: BIG TECH GOES TO WAR: RENEGOTIATING THE ROLE OF PRIVATE COMPANIES IN DEFENDING NATO IN CYBERSPACE

The Russo-Ukrainian War of 2022 confirmed the longstanding expectation that the next war would include the integration of cyber-effects alongside conventional military operations. Surprisingly, the military cyber effects have been limited. Part of the explanation is the fact that several large

multinational tech companies such as Microsoft, Google, Amazon and SpaceX have provided unprecedented support to the Ukrainian (cyber) defense efforts. Yet, the interventions from Big Tech have both questioned and stabilized international political categories and boundaries, particularly in terms of who has the right to be protected, by whom, and how. Drawing on the concept of “infrastructures,” the article explores the multiple realities of Big Tech going to war. It traces the ways in which big tech companies emerge as “truth carriers,” “sites of expertise,” “facilitators of war fighting”, “humanitarians” and “frontline (cyber)soldiers.” In doing so, we give analytical attention to the socio-technical (devices, procedures and practices) that are mobilized in forming the multiplicity of Big Tech at war, and specifically its implication for NATO and its Nordic Member States. These devices, procedures and practices include Microsoft reports, network probes, technical measures, shipments, legal uncertainty, media reporting, staff practices and statements from directors and policy makers. This analysis allows us to problematize big tech companies by showing how their socio-technical practices constitute and are constituted by the current developments in world affairs and to what political consequences for NATO.

Jepp Teglaskov Jacobsen is an assistant professor at the Institute for Military Technology, The Royal Danish Defence College. His research focus concerns states' political and military behaviour in cyberspace. This includes the development and deployment of cyber military and intelligence capabilities, their political motivations, institutional and operational obstacles as well as consequences for future warfare, international security and public-private relations. He is currently the chief editor of *Scandinavian Journal of Military Studies*.

Tobias Liebetrau is a researcher at the Centre for Military Studies, University of Copenhagen. His research covers cybersecurity, emerging digital technology, maritime infrastructure and Big Tech in international politics. His research has appeared in journals as such *International Political Sociology*, *European Journal of International Security* and *Contemporary Security Policy*. Tobias is part of the Ocean Infrastructure project at University of Copenhagen sponsored by the Velux Foundation.

CIVIL-MILITARY RELATIONS 2

PARALLEL SESSION, THURSDAY 10.30 – 11.45

Chair: Alastair Finlan: Alastair.Finlan@fhs.se

THOMAS CROSBIE AND ANDERS KLITMØLLER: THE MILITARY POLITICS POWER DIALOGUE

Despite steadily increasing interest in the political agency of senior military officers, little theoretical work has been done to consolidate the existing approaches or to move the debate into new theoretical terrain. This article introduces a new concept, the Military Politics Power Dialogue that aims to provide a useful framework for understanding both appropriate and inappropriate forms of military-political influence by senior officers. The theoretical intervention is justified according to an analysis of three existing but unsatisfying approaches: “normal” theories, subordination theories, and dialogic theories. Serving as a new development in dialogic theory, the Military Politics Power Dialogue fuses traditional understandings of influence in complex organizations with the distinctive theoretical concerns of the civil-military relations and military politics subfields, paying particular attention to the performative quality of military actions. We conclude our argument by stressing the importance of contextual understanding in analyzing cases of the Power Dialogue in practice.

Thomas Crosbie is an associate professor of military operations at the Royal Danish Defence College. From 2018-2022, he was Chief Editor of the Scandinavian Journal of Military Studies. He is currently series editor of the Military Politics series with Berghahn Books. His research focuses on the military profession, military education, and military politics.

Anders Klitmøller is associate professor at Department for Leadership and Organization, The Royal Danish Defence College (RDDC). His current research interest revolves around leadership and command.

VILDE OPDAL YTTERENG: CONSTRUCTING MEANING OF A LOST WAR – A STUDY OF THE PUBLIC DEBATES IN NORWAY, SWEDEN AND DENMARK FOLLOWING THE WITHDRAWAL FROM AFGHANISTAN

As the final troops withdrew from Afghanistan in August 2021, 20 years of NATO-led and -supported operations ended with Taliban's assumption of power and a chaotic evacuation, giving rise to public debates in the participating states. This paper studies how the meaning of the war, and the military effort, is explained in the public debate in Norway, compared to Sweden and Denmark, in the immediate aftermath of these dramatic circumstances. Based on an analysis of a selection of media articles, the study examines how the lost war, and the military contribution of each country, was framed. It compares similarities and differences between the three countries as well as between civilian and military voices. The paper argues that the public debates constructed multifaceted and quite similar meanings of the war. It identifies several common themes in the debates through which the war was given meaning, including nation-building, counterterrorism, social development, national interests and the military profession. Most variation was found in the extent to which the military effort was explicitly mentioned. Finally, these findings are discussed in light of the national political and sociocultural contexts.

Vilde Opdal Yttereng is a researcher at the Norwegian Institute for Defence Studies (Norwegian Defence University College) where she is currently working on a project on meaning-making in the Scandinavian public debates and among Norwegian veterans after the withdrawal from Afghanistan.

BETINA SLAGNES: DEFENDING ONE'S COUNTRY IN PUBLIC SERVICE – CURRENT EVIDENCE FROM A FACTORIAL SURVEY EXPERIMENT

This article examines frontline workers' willingness to implement defence and security policies in confusing and potentially dangerous situations during national crises and armed conflicts, which may be an indication of their willingness to defend their country in public service. The article empirically tests two explanatory approaches of frontline workers' discretion and their following policy implementations in turbulent times; specifically, their public service motivation (PSM) and risk willingness as street-level bureaucrats. A recently developed conceptual framework based on these research strands suggests that features of individual characteristics, organizational conditions, institutional conditions, and environmental context are important. Moreover, the current literature indicate that unclear and hostile work environments can mediate the relationship between PSM, risk willingness, and the will to defend one's country among military actors and civilian crisis responders across sectors. The article therefore hypothesizes that the degree of willingness to defend one's country in public service is greater among military actors and civilian crisis responders in the public sector than among private military contractors. These empirical expectations are examined in a factorial survey experiment carried out among total defence actors in Norway (small pilot study). The respondents rated vignettes describing situations of hybrid threats and an armed conflict, and gave

feedbacks on the survey afterwards. These insights contribute to the final survey design, which will be sent to Norwegian total defence actors later in the fall of 2024.

Betina Slagnes is pursuing a PhD at the department of political science at the University of Oslo, and work at the Department of Total Defence at Norwegian Defence Research Establishment (FFI). The doctoral project will contribute to new knowledge on how to improve cooperation and prioritization mechanisms in the best possible way in order to make the Norwegian total defence more effective, and it is part of FFI's strategic investment in total defence and is part of the research program "Protection of society (BAS)", and in particular a new project "BAS: Total defence towards 2040".

PME 3: RECRUITMENT

PARALLEL SESSION, THURSDAY 10.30 – 11.45

Chair: Johan Østerberg: johan.osterberg@fhs.se

LENE EKHAUGEN: WHAT WE EXPECT – THE EVOLVING DEMANDS AND EXPECTATIONS OF NORWEGIAN SOLDIERS, VETERANS, AND THEIR FAMILIES BEFORE, DURING AND AFTER DEPLOYMENT TO INTERNATIONAL OPERATIONS

Since the turn of the millennium, care, and support for veterans of international operations have gained traction and momentum in Norway and other countries. This article portrays how Norwegian soldiers, veterans, and their families' own demands for, and expectations of care and support gradually grew and changed since World War II. Based on extensive sources including documentary and memoir literature, archival documents, official reports, and interviews, this paper explores shifts in demands and expectations of care and support "from below" prior to, during and after deployment. The shifts are discussed in relation to broader societal developments, such as an increasingly pervasive Norwegian welfare state, shifting societal expectations, changing attitudes towards soldier and veteran care i.e., stemming from the US warfare in Vietnam and the transformation of the Norwegian armed forces. Based on this, the paper demonstrates how the Norwegian military changes in tandem with Norwegian society. Moreover, the paper shows how attitudes towards relations between veterans and society are gradually more conditional and negotiatory, suggesting that the evolvement can be understood using what Yagil Levy have called "contractual militarism", but adapted to the Norwegian context.

Lene Ekhaugen is a PhD (2021) in political science from the University of Oslo. She heads the Veterans and Veteran Policies Programme at the Norwegian Institute for Defence Studies (IFS) from 2022, and her main research interests are veterans, international operations, and civil-military relations. She is currently working on a project on soldier, veteran and family support and care before, during and after deployment to international operations.

GUNNAR GILLBERG, ROLAND KADEFORS ET AL: ORGANIZATIONAL COMMITMENT AMONG OR CATEGORIES OF THE SWEDISH ARMED FORCES

In a major NATO report of 2007, it was noted that recruitment and retention of military personnel represented a problem in several member countries (NATO (2007). Recruiting and Retention of Military Personnel; Final Report of Research Task Group HFM-107. Neuilly-Sur-Seine Cedex, France). Mechanisms behind individual decision making vis-à-vis the military were identified. However, in the current expansion phase of military organizations, staffing is becoming even more pressing. The present study was undertaken to arrive at a better understanding why young soldiers/seamen and specialist officers of the Swedish Armed Forces decide to choose to remain, to pursue a military career, or to leave. A longitudinal study design was chosen. Interviews of two cohorts of 20 persons each were carried out during three successive years. Part of the analysis focused on the development of *organizational commitment* over time. Major findings included that relations to the military were internalized within the first year of employment already, including factors such as loyalty, altruism, and identification with the military. For specialist officers, high organizational commitment counteracted negative factors such as low wage and limited career opportunities. However, there was serious concern with respect to the long-term prospects of military employment. Overall, it was found that high *affective commitment* was the most important contributing factor, extending even to those leaving the military.

Roland Kadehors Ph.D. (h.c.) is a professor emeritus with the Department of Sociology and Work Science, University of Gothenburg. He has researched extensively in medical engineering and rehabilitation, in safety engineering, in organization of industrial production, in ageing and work, and currently, in attitudes and career building of military professionals.

Gunnar Gillberg is Associate Professor of Work Science at the Department of Sociology and Work Science, Gothenburg University. He received his PhD in Work Science from the University of Gothenburg. One of Gunnar Gillberg's research interests concerns the so-called individualization process and its relevance to young adults' identity, ideas, opportunities and constraints in the labor market. Another interest is organizational change and its relationship to work and career development. The interest in young adults' life chances and career choices is currently linked to the armed forces' ambitions to increase the recruitment of personnel. Theoretically, the research is rooted in a critical realistic perspective.

Author not presenting: Jan Holmer, Department of Sociology and Work Science, University of Gothenburg.

PATRIK LIF ET AL: SELECTING CYBER SOLDIER CANDIDATES: A MODEL OF THE SWEDISH CYBER APTITUDE TEST *CYBERTEST FOR FUTURE SOLDIERS* (CTFS)

Cyber threats are growing, but finding qualified cybersecurity personnel remains a major challenge. To address this issue, the military is exploring the use of standardized tests to evaluate candidates for roles in cybersecurity. The Swedish cyber aptitude test, CyberTest for Future Soldiers (CTFS), is an example of such a test. Designed to complement the existing test components of the general mustering, CTFS has three main parts: cyber knowledge, practical cyber skills, and cognitive ability. The cognitive ability part aims at predicting cyber performance while avoiding abilities that are already measured in the general mustering. The cognitive abilities assessed in CTFS include reasoning, logic, mathematical ability, error identification, analytical ability, creativity, attention to detail, and working memory. The results show a high correlation between cyber knowledge and practical skills, with low to moderate correlations between cognitive ability and the other two parts.

The results also indicate a valid internal structure of all three parts of CTFS and good reliability. The paper presents a model of CTFS, including its components and types of items, as well as an outlook on future development.

Patrik Lif has a Ph.D. in psychology from Uppsala University, Sweden. At FOI, he works with, among other things, the development of tests for selection of conscripted cyber soldiers.

Authors not presenting: Pär-Anders Albinsson, Christian Valassi, Lars Helgeson, Johan Hedlin & Oliver Johansson, Division of Cyber Defence and C2 Technology, Swedish Defence Research Agency, Linköping, Sweden.

MARTEN VARES ET AL: RETENTION OF SOLDIER'S BASIC TRAINING KNOWLEDGE AND SKILLS IN ESTONIAN RESERVISTS

Estonian Defence Forces (EDF) are based on reserve army and must ensure the preservation of soldier's individual capabilities during reserve service. Here we present an assessment package developed for measuring the retention of skills and knowledge acquired during basic training course in reservists. Additionally, we carried out an experiment testing the properties of the tool in order to measure the retention of relevant skills and knowledge with key results demonstrated here. The assessment package consists of 5 modules: 1) 30-item questionnaire, 2) field skills test series, 3) first aid exercise, 4) rifle handling, 5) fitness test. Random selection of reservists (n=550) was assessed during a refreshment course. Questionnaire was filled out during formation and practical testing was carried out in the beginning of refreshment course. Fitness test was performed separately. In order to test the rate of fade in reservists, results were analyzed in groups, based on their duration of reserve service (1-11+ years in reserve), conscripts were used as control group. Results demonstrated a similar decline in all modules during the first years of reserve service when compared to control group. Subsequently the retention rate remained similar up to 10 years in reserve service. The rate of retention seemed to be dependent on properties of a particular skill as the skills in first aid seemed to fade quicker than field skills. These findings are in accordance with previous work in a military setting (Rose, 1981; Shields et al., 1979), but first to demonstrate such results in reservists.

Marten Vares is a research fellow in Estonian Military Academy and a project manager, focusing on the development of methods for measuring retention of skills and knowledge in reservists. In addition, he is a psychology doctorate student in University of Tartu, specializing in neuropsychopharmacology.

Authors not presenting: Männamaa, I., Veinla, M., Ermus, A., Mooses, M., Vau, T., Meerits, A. Koger, R., Estonian Military Academy.

FUTURE OF NORDIC DEFENSES

PLENUM SESSION THURSDAY 13.30 – 14.45

Chair: Lotta Victor Tillberg: lotta.tillberg@csms.se

RASMUS DAHLBERG: WHAT COVID-19 AND UKRAINE TAUGHT US ABOUT SOCIETAL SECURITY – AND WHAT THE NORDICS STILL NEED TO LEARN

Discussions about total defence concepts, crisis management capability and reinterpretations of the meaning of societal security have risen to the top of the agenda in the Nordics after COVID-19 hit in 2020 followed by the Russian invasion of Ukraine and the energy crisis that followed. After decades of peace and prosperity, we suddenly realized how vulnerable our open societies are to natural hazards, hybrid threats and the effects of global interdependencies. This presentation discusses how the Nordics approach these issues, looks at the implications of Finnish and Swedish NATO-memberships for regional resilience, and suggests ways ahead for research and practice to build stronger cooperation among the Nordic countries in the future.

Rasmus Dahlberg is an Associate Professor at the Institute for Strategy and War Studies at the Royal Danish Defence College, where he heads the new Center for Societal Security. He also leads RESECTOR, a 3-year research project funded by NordForsk that investigates how the COVID-19 crisis transformed the principle sector responsibility in Norway, Sweden and Denmark.

THOMAS EKSTRÖM AND DANIEL EKWALL: RESILIENT CRITICAL INFRASTRUCTURE – A PREREQUISITE OF SUCCESSFUL MILITARY OPERATIONS IN THE NORDICS

An interpretation of NATO's Article 3 states that "Each NATO member country needs to be resilient to resist and recover from a major shock such as a natural disaster, failure of critical infrastructure, or a hybrid or armed attack". Nevertheless, after the Cold War even NATO members capitalised on the peace dividend and reallocated funds from defence to other sectors of society. Norway and Sweden effectively dismantled their Total Defence Concepts. Covid-19 and the Russian War in Ukraine have highlighted societal vulnerabilities that the Nordics must now address. The latter has emphasised that modern warfare specifically targets infrastructure. Furthermore, membership in NATO includes adherence to Article 3. EUs Critical Entities Resilience Directive and its recommendation to reduce the vulnerabilities and strengthen the resilience of critical entities in several sectors, such as energy, transport, health and drinking water, also emphasises the importance of resilience. A paradigm shift, from efficiency to resiliency, is now required at the societal level. Increased flexibility and redundancy in critical entities is required, and, because of the interdependency and interconnectedness, so is cooperation among the Nordic countries.

Thomas Ekström (Phd) is senior lecturer in War Studies at the Swedish Defence University. His research interests include defence supply chain design and operation, and business models for defence acquisition, including performance-based logistics. His current research addresses defence supply chain robustness and resilience, including the dependence on commercial supply chains and critical infrastructure. He has published articles in *International Journal of Production Economics*, *Journal of Defense Analytics and Logistics*, and *Scandinavian Journal of Military Studies*.

Daniel Ekwall (Phd) is Professor in Textile Management at the University of Borås, Associate Professor in Supply Chain Management at Hanken, School of Economics, and Associate Professor in Supply Chain Security at the Turku School of Economics. He conducts research in logistics, SCM, service management and textile management, and he has published articles in *International Journal of Physical Distribution & Logistics Management*, *International Journal of Decision Sciences*, *Risk and Management*, *The TQM Journal*, *International Journal Logistics Management*, and *Transportation Journal*.

IBEN YDE: IMPLEMENTATION OF NATO PRINCIPLES ON RESPONSIBLE AI IN THE NORDIC MEMBER STATES – A NEW VENUE FOR INCREASED COOPERATION

With the inclusion of Finland as the 31st NATO member state on April 4th 2023, Denmark, Finland, and Norway are now all subject to Alliance strategy and doctrine, including the 2021 AI Strategy and Principles on Responsible AI (RAI). Implementation of the common NATO framework for exploiting AI in military systems creates numerous challenges for individual member states but also new opportunities and increased need for Nordic cooperation. Although the NATO RAI principles do not in themselves create new legally binding norms, compliance with rules of international law is a key element of RAI that raises a host of challenges which will be difficult for the individual Nordic countries to overcome due to the complexity of AI-enabled technologies. Accordingly, this presentation explores key international law challenges to the development, acquisition and use of AI-enabled weapons and decision-making systems and offers perspectives on how Nordic cooperation can promote compliance with international legal standards encompassed in the NATO RAI Principles.

Iben Yde is Assistant Professor and Head of Center for operational and international law at the Institute for Military Technology, Royal Danish Defence College. She has served as military legal advisor to Defence Command Denmark for 6 years and undertaken deployments to the Danish led Operation of the Removal of Chemical Weapons from Syria, NATO Operation Ocean Shield and the Operation of the Removal of Chemical Weapons from Libya. Iben has written and published on topics related to AI, autonomous weapons systems, cyberspace operations, unmanned naval systems and electronic warfare and authored the section on international armed conflict at sea in the Danish Military Manual. Additionally, Iben takes an active part in the public debate. She has written blog posts on issues related to maritime operations and autonomous weapons and the War in Ukraine systems and regularly appears on Danish media as an expert commentator.

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