

THE UNITED STATES ARMY WAR COLLEGE

**STRATEGIC LEADERSHIP
DEVELOPMENT FORUM
26-27 January 2022**



Day 1: Wednesday, January 26th

Schedule of Events

10:00 AM - 11:30 AM: Keynote speaker, Joseph Votel, GEN (Ret.), President and CEO of Business Executives for National Security

Session A

Session B

Wednesday, Jan 26th, 1:00 PM - 2:00 PM

Self-Awareness and Coaching

Chair: Steve Gerras, Ph.D. (Army War College)

“Every Leader is a Learner and Coach”

Susan Cooney, Ed.D. (National Geospatial-Intelligence Agency)

“Re-Thinking Self-Awareness Curriculum for the Senior-Level PME Student”

Lauren Mackenzie, Ph.D. (Marine Corps University),
COL Kurt Menke (Marine Corps University)

“Coaching for Government Civilians and Military Leaders at Air University”

John Hinck, Ph.D., Mark Logan, Ph.D., Steven Davis, Ph.D.,
& Megan Allison (Air University)

Wednesday, Jan 26th, 2:15 PM - 3:15 PM

Racial Diversity in the Military

Chair: Bryan Stinchfield, Ph.D. (Army War College)

“Meritocracy or Hypocrisy: The Legacy of Institutionalized Racism in Combat-Arms”

COL Okera Anyabwile (US Special Operations Command)

“Diversity and Group Performance: Attitudes as a Moderator and the Importance of Strategic Communication”

Amy Baxter, Ph.D. (Air University)

“Creating the LDC Ethical Decision Making Framework for Leader Development”

John Hinck, Ph.D., Robert Hinck, Ph.D. &
Lt Col Derrick Iwanenko, Ed.D. (Air University)

Wednesday, Jan 26th, 3:30 PM - 4:30 PM

Leader Development: Using Historical Case Studies for Racial Awareness

Chair: COL Trent Hunton (Army War College)

“Using Lessons from the Civil Rights Movement for Leadership Development in Online PME”

Robert Nyland, Ph.D. (Air University),
Chris Shannon, Ed.D. (Air University)

“Using WWII Case Studies to Develop Leadership”

Stephanie Hinnershit, Ph.D. (Institute for the Study of War and Democracy)

“Leading the Way to A More Perfect Union Black Citizens, Soldiers, and the Promise of America”

John Nagl, DPhil (Army War College)

Wednesday, Jan 26th, 1:00 PM - 2:00 PM

Executive Skills: New Approaches to Thinking About Context

Chair: Craig Bullis, Ph.D. (Army War College)

“Expanded Thinking Capacities for Strategic Leadership”

Liz Cavallaro, Ed.D. (Naval War College)

“Ecosystem Leadership”

Elizabeth Altman, DBA (Umass Lowell) & COL (R) Hise Gibson,
DBA (Harvard University)

“Wayfinding: A Strategy for Advancing Under the Conditions of Uncertainty”

Alina Bas, MA (U. of Strathclyde and Alina Bas Consulting) &
Viktor Dorfler, Ph.D. (U. of Strathclyde)

Wednesday, Jan 26th, 2:15 PM - 3:15 PM

Executive Development

Chair: COL John Gianelloni (Army War College)

“Language of Leading: Conversational Competencies Across the Arc of an Initiative”

Dr. Betsy Campbell, (Penn State)

“A New Model for Joint Advanced Academic Education”

Leon L Robert Jr. BG (R), J. Eric Dietz, Ph.D. (Purdue U.),
Joe Pekny, Ph.D. (Purdue U.)

“Do the Right Thing: The Imprinting of Deonance at the Upper Echelons”

CDR Curtis L. Wesley Jr., (R), Ph.D. (University of Houston)

Wednesday, Jan 26th, 3:30 PM - 4:30 PM

Executive Development

Chair: Timothy Mallard, Ph.D. (Army War College)

“Read, Dialogue, Reflect, Repeat: Engaging in Ethical Reflection for Strategic Leaders through Narrative and Ethical Coaching”

Dr. Pauline Shanks Kaurin, Ph.D. (Naval War College)

“Catalyst for Change: Curating a Creative Learning Community for Strategic Leader Development”

COL Chuck Allen, (R) (Army War College),
Tim Hall, Ph.D. (Boston University),
Jack McCarthy, DBA (Babson College),
Nancy Persson (Leadership Growth Solutions),
Lisa Prior (Prior Consulting)

Day 2: Thursday, January 27th Schedule of Events

Session A	Session B
<p>Thursday, January 27th, 8:30 AM - 9:30 AM</p> <hr/> <p>Executive Skills: Listening, Giving Feedback, and Empathy Chair: Tom Galvin, Ph.D. (Army War College)</p> <p>“Listening for Teamwork at the Top: Towards a Theory of Strategic Leaders’ Communication as Shared Activity” Lorenz Graf-Vlachy, Ph.D. (Tech. U. Dortmund, Germany & ESCP Business School, Paris)</p> <p>“What Happens When You’re in Charge: The Effects of Leadership Role Occupation on Giving Feedback” LTC Laura Weimer (Harvard University)</p> <p>“A Blessing and a Curse: How CEOs’ Empathy Affects Their Crisis Management” Lorenz Graf-Vlachy, Ph.D. (Tech. U. Dortmund, Germany & ESCP Business School, Paris)</p>	<p>Thursday, January 27th, 8:30 AM - 9:30 AM</p> <hr/> <p>Workshop: Strategic Leader Development Chair: George Woods, Ph.D. (Army War College)</p> <p>“Pedagogy of Strategic Leader Development at West Point and Columbia University” COL Todd Woodruff (US Military Academy) & Eric Lin, D.B.A. (US Military Academy)</p> <p>“Navigating the Human Domain: Teaching Empathy in a Virtual Setting” Sara Kitsch, Ph.D. (Air University), Laura Parson, Ph.D. (North Dakota State University)</p> <p>“Pedagogy of strategic leader development at West Point focused on cross-cultural leadership, attracting diverse talent, building diverse teams, and leader identity” COL Todd Woodruff, COL Remi Hajjar, Lissa Young, Ed.L.D., Morten Ender, Ph.D., & Mike Matthews, Ph.D. (US Military Academy)</p>
<p>Thursday, January 27th, 9:45 AM - 10:45 AM</p> <hr/> <p>Leading Diverse Organizations Chair: COL Chuck Allen (R) (Army War College)</p> <p>“When UNSCR 1325 Meets Boots on the Ground-What Leaders Need to Know” COL (R) Carolyn Washington (LSE & SUNY-Buffalo)</p> <p>“Leading Diverse Organizations” Sara Simmons, SPHR (HC Vantage)</p> <p>“Leading and Managing Diversity, Equity and Inclusion in Organizations” Robert M. Yawson, Ph.D. (Quinnipiac University)</p>	<p>Thursday, January 27th, 9:45 AM - 10:45 AM</p> <hr/> <p>Workshop: Experiential Learning Chair: Phil Reeves, Ph.D. (Army War College)</p> <p>“Developing Leadership Capacity through Experiential Learning” Steven Boylan, D.M. (US Army Command and General Staff College)</p> <p>“Emplaced Leadership – Navigating the Unknown: Lessons from the RNoA-FA approach of ‘Growing Leaders’” Elena Antonacopoulou, Ph.D., (Western University, Canada) Dr Chrysavgi Sklaveniti, Ph.D. (GNOSIS Institute, Switzerland), Dr Christian Moldjord, Ph.D. (Royal Norwegian Air Force Academy) and Major Christina Stokkeland (Royal Norwegian Air Force Academy)</p>
<p>Thursday, January 27th, 11:00 AM - 12:00 PM</p> <hr/> <p>Assessing and Researching the Profession Chair: COL Aaron Coombs (Army War College)</p> <p>“Project Athena: Institutionalizing Self-Development and a Culture of Assessments” James Daugherty, Ph.d. and Brendon Woody, Ph.D. (Center for the Army Profession and Leadership)</p> <p>“Strategic Analytics and the future of the Military Operations Research profession” COL Greg H.Parlier (R), Ph.D. (Military Operations Research Society)</p>	<p>Thursday, January 27th, 11:00 AM - 12:00 PM</p> <hr/> <p>Presentation: Experiential Learning Chair: Prof. Leigh Caraher (Army War College)</p> <p>“The Use of a Mixed Reality Avatar Simulation to Practice Behaviors in the Human Domain” Andy Clayton, Ed.D., Lt Col, (Air University)</p> <p>“Higher Education Faculty and Reflective Practice” Jason (JW) Womack, M.Ed. (Air University)</p> <p>“Project-based Learning With Real Decisionmakers: Lessons Learned” Kristan J. Wheaton, J.D. (Army War College)</p>
<p>12:00 PM - 1:00 PM: Lunch</p>	
<p>Thursday, January 27th, 1:00 PM - 2:15 PM</p> <hr/> <p>Building A Community of Practice: All Virtual Small Group Breakout Sessions Chair: Jeff Baker, Ph.D. (Army War College)</p> <p>In this session, participants will have opportunity to interact with other forum attendees in a virtual environment. Bring your insights, questions, and actions to these small sensemaking groups in which we will discuss ideas from the community of practice.</p>	<p>Thursday, January 27th, 12:00 PM - 2:15 PM</p> <hr/> <p>Working Lunch SSE Strategic Leadership Curriculum Workshop (invitation only) Chairs: Maurice Sipos Ph.D. (Army War College) and Michael Hosie, Ph.D. (Army War College)</p> <p>This session is for course directors at DoD educational institutions to discuss their respective curricula, best practices, and goals.</p>

2:15 PM - 2:30 PM: Break

2:30 PM - 3:30 PM: Keynote Speaker, Erika H. James, Ph.D., Dean of Wharton Business School

3:30 - 3:45 PM: Closing remarks, Michael Hosie, Ph.D., Chair of Department of Command, Leadership, and Management

Presenters

COL Chuck Allen (R) (Army War College)
Megan Allison (Air University)
Elizabeth Altman, DBA (UMass Lowell)
COL Okera Anyabwile (US Special Operations Command)
Alina Bas, MA (U. of Strathclyde and Alina Bas Consulting)
Amy Baxter, Ph.D. (Air University)
Dr. Betsy Campbell, (Penn State)
Liz Cavallaro, Ed.D. (Naval War College)
Susan Cooney, Ed.D. (National Geospatial-Intelligence Agency)
Steven Davis, Ph.D. (Air University)
J. Eric Dietz, Ph.D. (Purdue U.)
Viktor Dorfler, Ph.D. (U. of Strathclyde)
Morten Ender, Ph.D. (US Military Academy)
Lorenz Graf-Vlachy, Ph.D. (Tech. U. Dortmund, Germany & ESCP Business School, Paris)
Remi Hajjar (US Military Academy)
Tim Hall, Ph.D. (Boston University)
John Hinck, Ph.D. (Air University)
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Stephanie Hinershitz, Ph.D. (Institute for the Study of War and Democracy)
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John Nagl, DPhil (Army War College)
Robert Nyland, Ph.D. (Air University)
Laura Parson, Ph.D. (North Dakota State University)
Joe Pekny, Ph.D. (Purdue U.)
Nancy Persson (Leadership Growth Solutions)
Lisa Prior (Prior Consulting)
Leon L Robert Jr. BG (R)
Pauline Shanks Kaurin, Ph.D. (Naval War College)
Chris Shannon, Ed.D. (Air University)
LTC Laura Weimer (Harvard University)
CDR Curtis L. Wesley Jr., (R), Ph.D. (University of Houston)
Jason (JW) Womack, M.Ed. (Air University)
COL Todd Woodruff (US Military Academy)
Lissa Young, Ed.L.D. (US Military Academy)

Session Chairs

(All from US Army War College)

COL (R) Charles Allen
COL Jeffrey E. Baker, Ph.D.
Dr. Richard Bullis
Prof Leigh Caraher
COL Aaron Coombs
Dr. Thomas Galvin
Dr. Stephen Gerras
COL John E. Gianelloni
COL Collin Hunton
COL Timothy Mallard
Dr. Philip Reeves
Dr. Maurice Sipos
Dr. Bryan Stinchfield
Dr. George Woods

General Joseph L. Votel

U.S. Army (Ret.)

President & Chief Executive Officer

General Joseph L. Votel is a retired U.S. Army Four-Star officer and most recently the Commander of the U.S. Central Command – responsible for U.S. and coalition military operations in the Middle East, Levant and Central and South Asia. During his 39 years in the military, he commanded special operations and conventional military forces at every level. His career included combat in Panama, Afghanistan and Iraq. Notably, he led a 79-member coalition that successfully liberated Iraq and Syria from the Islamic State Caliphate. He preceded his assignment at CENTCOM with service as the Commander of U.S. Special Operations Command and the Joint Special Operations Command.



Votel was recognized with the Distinguished Military Leadership Award from the Atlantic Council, the U.S. – Arab Defense Leadership Award from the National Council on U.S. - Arab Relations, the Patriot Award from the Congressional Medal of Honor Society, the SGT James T. Regan Lifetime

Achievement Award from the “Lead the Way” Foundation and the Freedom Award from the Intrepid Sea, Air and Space Museum.

In January of 2020, General Votel became President & CEO of Business Executives for National Security (BENS). He is a Strategic Advisor for Sierra Nevada Corporation as well as a member of the Board of Trustees for Noblis Corporation. Votel is a non-resident Distinguished Fellow at the Middle East Institute and the Belfer Center at the John F. Kennedy School of Government and advises the Combating Terrorism Center at West Point. He sits on the Executive Board of Freedom House and the Center for Ethics and the Rule of Law (CERL). He serves on the Board of Directors for Service to School, Minnesota Wire, Digital Force Technologies and Owl Cyber Defense. He is a member of the Council on Foreign Relations.

Votel is a 1980 graduate of the United States Military Academy and earned master’s degrees from the U.S. Army Command and Staff College and the Army War College. He is married to Michele; and they have two grown sons, a daughter-in-law and two grandchildren. The Votels reside in Lake Elmo, Minnesota.

Dr. Erika James

Dean of Wharton School of the University of Pennsylvania

Erika H. James became the dean of the Wharton School on July 1, 2020. Trained as an organizational psychologist, Dean James is a leading expert on crisis leadership, workplace diversity, and management strategy.



Prior to her appointment at Wharton, Dean James was the John H. Harland Dean at Emory University's Goizueta Business School from 2014 to 2020. An award-winning educator, accomplished consultant, and researcher, she is the first woman and first person of color to be appointed dean in Wharton's 139-year history. As such she has paved the way for women in leadership both in education and corporate America. Dean James has been instrumental in developing groundbreaking executive education programs, including the Women's Leadership program at the University of Virginia's Darden School.

Known internationally, Dean James was named as one of the "Top 10 Women of Power in Education" by *Black Enterprise* and as one of the "Power 100" by *Ebony*. She has been quoted as an expert thought leader by the *Wall Street Journal*, MSNBC, CNN.com, and numerous other media outlets.

In addition to her academic responsibilities, Dean James is a board member of SurveyMonkey, a California-based market research and customer-experience company, the Graduate Management Admissions Council (GMAC), and several organizations that align with her passion for education and advancing women in business. Additionally, she serves as an advisory board member to Tsinghua University School of Economics and Management and as an executive board member to the Indian School of Business. She also serves on the board of Save the Children, a nonprofit organization dedicated to improving the lives of children through better education, health care, and economic opportunities.

Dean James holds a Ph.D. and Master's degree in organizational psychology from the University of Michigan, as well as a Bachelor's degree in psychology from Pomona College of the Claremont Colleges in California.

Keynote Addresses and Session A

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Session B

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