

## ACT HUMAN CAPITAL DEVELOPMENT : THE HUMAN DIMENSION OF CONNECTIVITY



Col (FR A) Jean-Michel Millet  
Head of Transformation Delivery Division  
Joint Warfare Center

- What definition and Lines of effort ?
- Where are we at ?

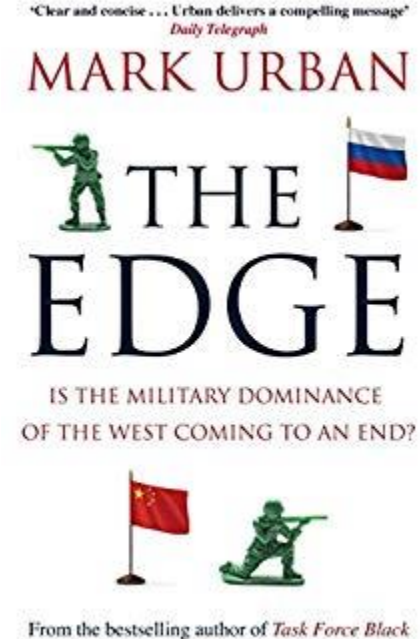
A feedback from the 1<sup>st</sup> Seminar

- An example of enhanced connectivity : The ONE TEAM programme at the Joint Warfare Center
- Way ahead

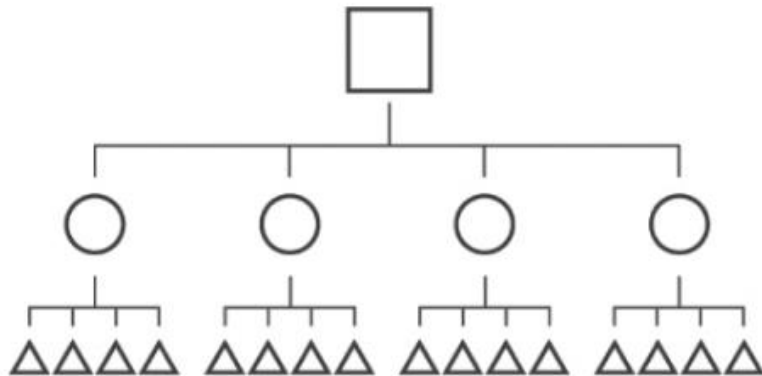
# WHY ?

- “ Gentlemen, we’ve run out of money. It’s time to think.” Winston Churchill

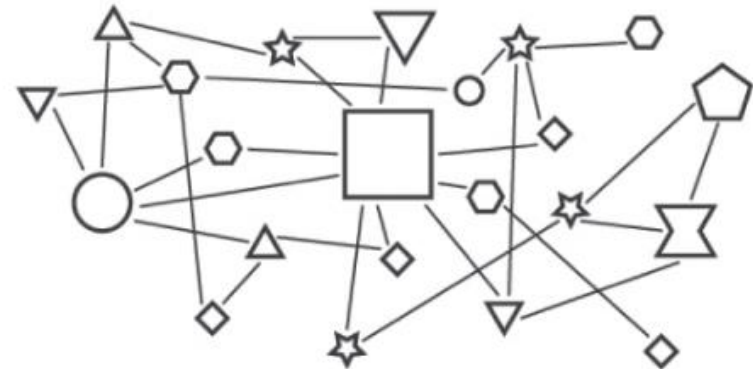
- Operational environment has changed
- Human Capital IS THE EDGE for NATO
- At risk if no deliberate move
- Old HR management will not do
- Business world/military world gap growing
- Generational gap as a growing concern



# HUMAN CAPITAL DISCONNECT



What we were designed for



What we were facing

# HC Definition & Vision

## DEFINITION

***“The men and women fulfilling roles in NATO; the doctrine, organization and leadership that guides and supports them and the training, technology, material and information that enables them”***

## VISION

***“Foster the provision of the best prepared people, in the right place, at the right time, every time”***

# Lines of Effort

- Leader Development
  - Learning Methodology
  - Organizational Effectiveness
  - Innovation
  - Readiness
- 
- No clear boundaries
  - **READINESS!**

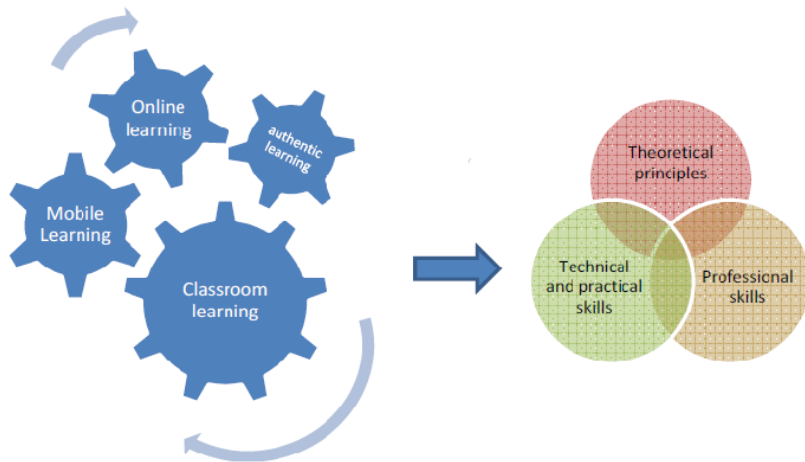


# LEADER DEVELOPMENT

- Ensuring leaders are optimally trained and educated to be effective in a multinational military operation. Providing leaders with the best tools available to enhance their decision making skills at the strategic, operational, and tactical levels. NATO needs to enable all leaders by fostering an environment that embraces technology, where creativity, innovation and initiative are encouraged.



- Learning methodology includes both the framework and delivery of NATO's educational processes. NATO needs to incorporate modern educational training methods like synthetic learning, virtual reality and advanced distance learning and provide the necessary framework to deliver these modern educational solutions.

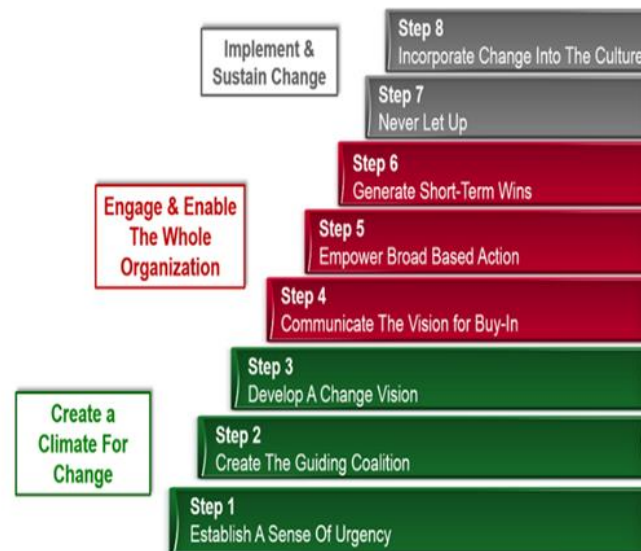




- As technology advances at an exponential pace, organizations must continually adapt their structures and processes to best exploit the benefits these technological advances pose. Innovative approaches like “design thinking” and improving talent management processes enhance productivity, efficiency and improve moral.



- Fostering a culture where individuals are encouraged to be creative and “think outside the box” has never been as important as it is in today’s advanced and complex world. It is imperative that NATO’s human capital are prepared to best implement the latest technological advances.



- NATO must be sufficiently manned, trained and equipped to participate in a wide range of both combative and non-combative operations. NATO's collective readiness begins with ensuring individuals possess the requisite knowledge, skills, and attributes to effectively operate in a fluid and complex future.



# PROBLEM STATEMENT



- Experiences (including Lessons Identified) from recent exercises and current operations reveal that NATO is not optimally prepared to operate in a dynamic, complex environment characterised by hybrid threats/activities against NATO interests. In addition, forward-looking documents such as SFA and FFAO show that the projected future operating environment will amplify the challenges NATO faces.
- What critical, tangible Human Capital Development (HCD) actions need to be addressed in order to begin developing a comprehensive roadmap to address this situation ? Consider timeframes for these actions.

# Where are we at ?

- **Human Capital Workshop at JWC**
  - Establish the WHY
    - Flesh out the Human Capital framework along its five areas of focus – Leader Development, Learning Methodology, Organization Effectiveness, Innovation and Readiness (Preparedness)
  - Share the WHAT
    - On-going ACT/ACO/NETFs HC efforts
  - Map the WAY AHEAD
    - Gaps/Seams analysis across the five LOE's
    - Follow on solutions/tangible outcomes
  
- **Build HC Community of Interest**
  - Online HC portal through JALCC
    - Restricted to NATO members
  - Online HC portal through Innovation Hub
    - Open to Industry/Academia

# FEEDBACK FROM SEMINAR

## LEADER DEVELOPMENT

GAPS/DEFICIENCIES	CRITICAL CAPABILITIES	Central effort
Leader Development Framework	Knowledge Skills attributes Experiences Team building skills Tolerance for risk Effective communication PE/ CE skills training Leveraging diversity experiences Change management Capture existing NATO leader programmes	ACT led Existing NATO research task Group framework MCDC future leader working group
Strategic decision making	Synthetic learning tools Pol/ mil Multi domain operations Kinetic vs Non kinetic Cognitive capacity	ACT/ supporting ETF/ M&S COE

# FEEDBACK FROM SEMINAR

GAPS/DEFICIENCIES	CRITICAL CAPABILITIES	Central effort
Learning organization mind set	LL – process Internal feedback Timely Relevant (meaning full) “FOGO’ – video / syndicate discussions	ACT/ ACO/ all ETF
HC Community of Interest	Shared portal Leader development information Talent management National Leadership practices	ACT – led Academia & Industry NATO/ Nations
Periodic Leader training	Framework GOFO lead topics Video introduction Syndicate discussions	ACT led

## ORGANIZATIONAL EFFECTIVENESS

### GAPS/DEFICIENCIES

- Lack of strategy/focus/direction
- Poor use of technology
- Lack of continuity/corporate knowledge
- Process
- Dysfunctional Organizational cultures
- Constraints on use of HC
- Personnel Management

### CENTRAL EFFORT

- Integrated Leadership Development at all levels
- Improving Clarity/Connections and use of information
- Improve Cultural awareness
- Promote transparency and accountability
- Personnel incentives and rewards
- Providing new and key personnel with specific training



# FEEDBACK FROM SEMINAR

## Amended ORGANIZATIONAL READINESS Definition

As the **security environment continues to be uncertain** our organizational structures and processes must be able to swiftly adapt in order to remain relevant and fit for purpose. **Our Human Capital is the cornerstone of our military advantage.** We must **continually develop leadership at all levels** and ensure our personnel are properly prepared and equipped with the **knowledge, tools and mindsets to operate effectively** within NATO. To enable our personnel, teams and organizations to **rapidly adapt and respond to new challenges** we must clearly communicate organizational goals and promote transparency and accountability at all levels.



NATO  
OTAN

# FEEDBACK FROM SEMINAR



## Suggested alteration to LoE description (Innovation)

Innovation: Fostering a culture where individuals are encouraged to be creative and 'think outside the box' has never been as important as it is in today's advanced and complex world. It is imperative that NATO's human capital is prepared to best implement the latest technological advances.

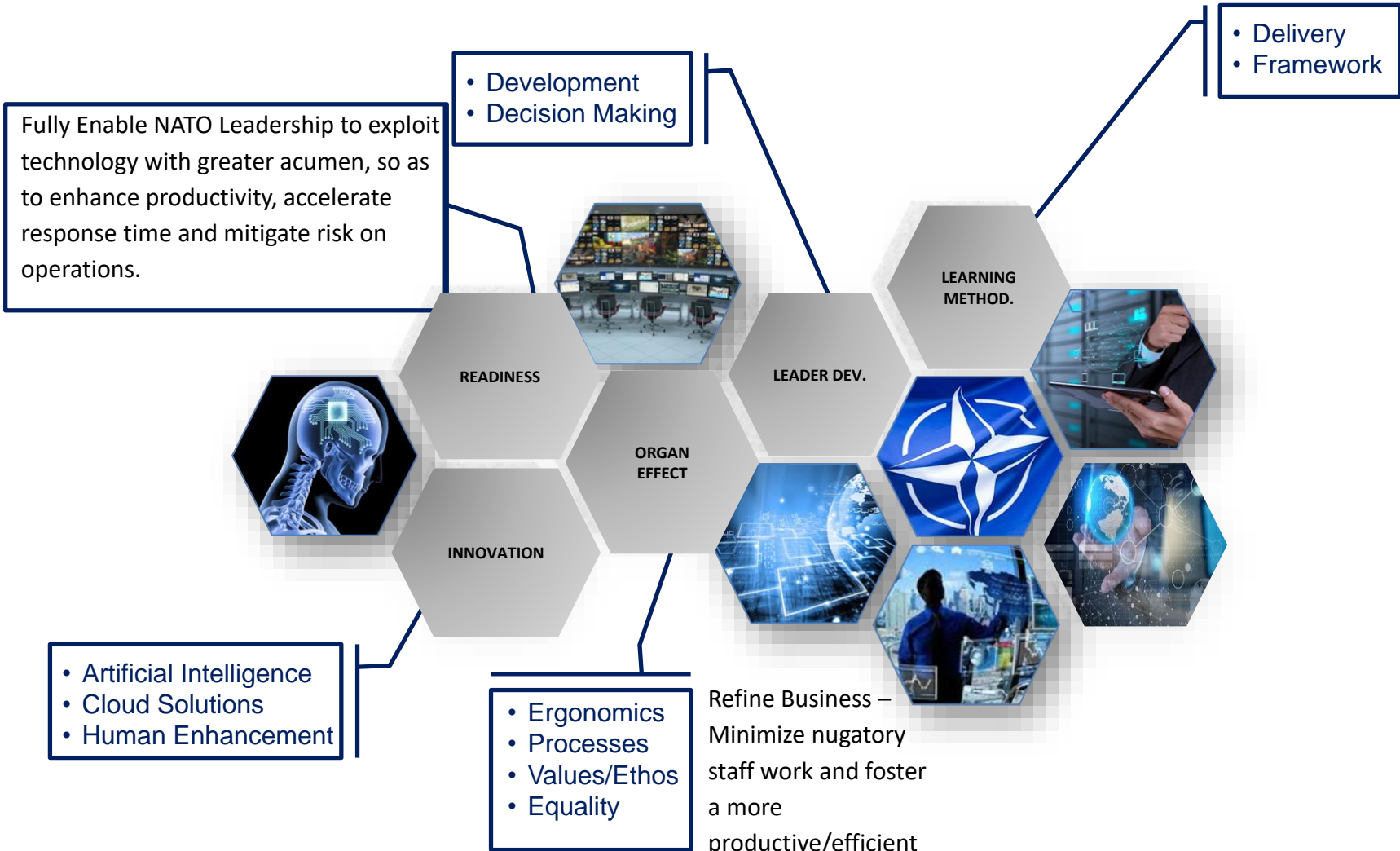
Innovation: Fostering a culture which encourages individuals to be creative and **sets the conditions for them to** 'think outside the box'. **This is vital** in today's increasingly complex world that requires the Alliance **to maintain advantage. An innovative mindset addresses the imperative that NATO's human capital is prepared to proactively assess strengths and weaknesses, counter emergent threats and exploit potential opportunities.**

## IMPACT ON READINESS

- Failure to implement innovation will leave us in an unfavourable reactive position
- Personnel and teams who are capable of thinking beyond traditional problem sets are better positioned to attain desired outcomes in uncertain situations and environments

# DESIRED EFFECTS

Alliance Human Capital Development will look at implementing ***'course corrections initiatives'*** that will set our personnel down a positive path and ease their transition to a dynamic future.



# LEVEL OF AMBITION

VISION

There is **NO** single ‘big game changer’

- the ‘game changer’ (if we must call it that) is the approach we are taking - a **paradigm shift in how we manage people**;
- there are a **series of minor ‘course corrections’** that will help us chart a more direct path to the future, these manifest as the programmes and projects that result from this effort ...



***“Foster the provision of the best prepared people, in the right place, at the right time, every time”***

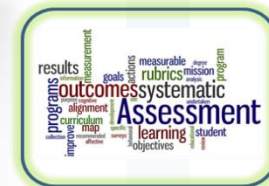


## OUR PROCESS



*... this continuous and living effort is the most direct path to our destination:*

***excellence in operations.***  
**NATO UNCLASSIFIED**



**ASSESS**



**ADAPT**



**SHAPE**

## JWC's "One Team" culture and Human Capital Development initiatives



March 20 2019

Paul Sewell (NATO CIV-A2)

Organisational Development & Culture

NATO UNCLASSIFIED

1

# Our internal challenges...

## Group dynamics

29 nations  
National cultures  
Service cultures  
Military / civilian  
Range of ranks  
Language  
NATO experience

## Individual factors

personality  
childhood  
experiences  
values  
beliefs  
life views...



How do we see beyond our own individual biases and filters?



NATO  
OTAN

# Organisational Development role in JWC

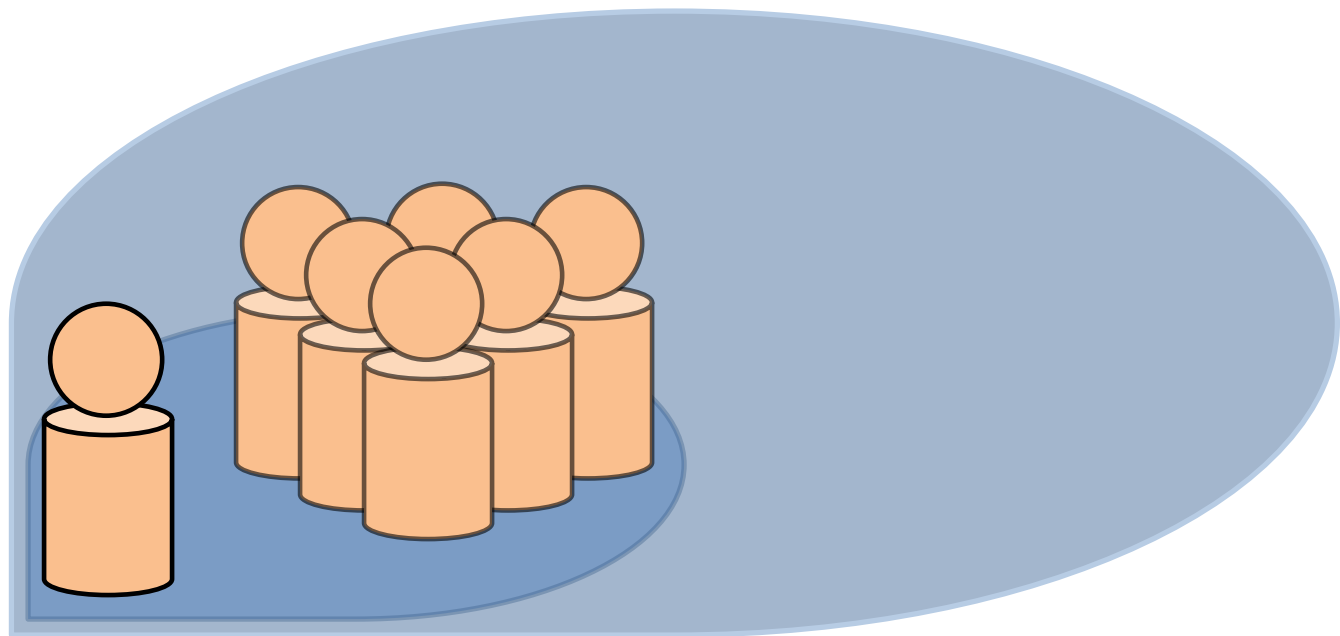


- OD role started in 2015
- **Focus:** JWC's ongoing development, integrating the
  - **I.** individual,
  - **II.** team, &
  - **III.** organisational levels
- **Bottom line:** improving how we use our ever-changing HC by “**matching the staff to the mission**”



# Managing our human capital

## The three levels



I. individual

II. team

III. organisation

All three are essential  
& must be integrated



# I. The individual



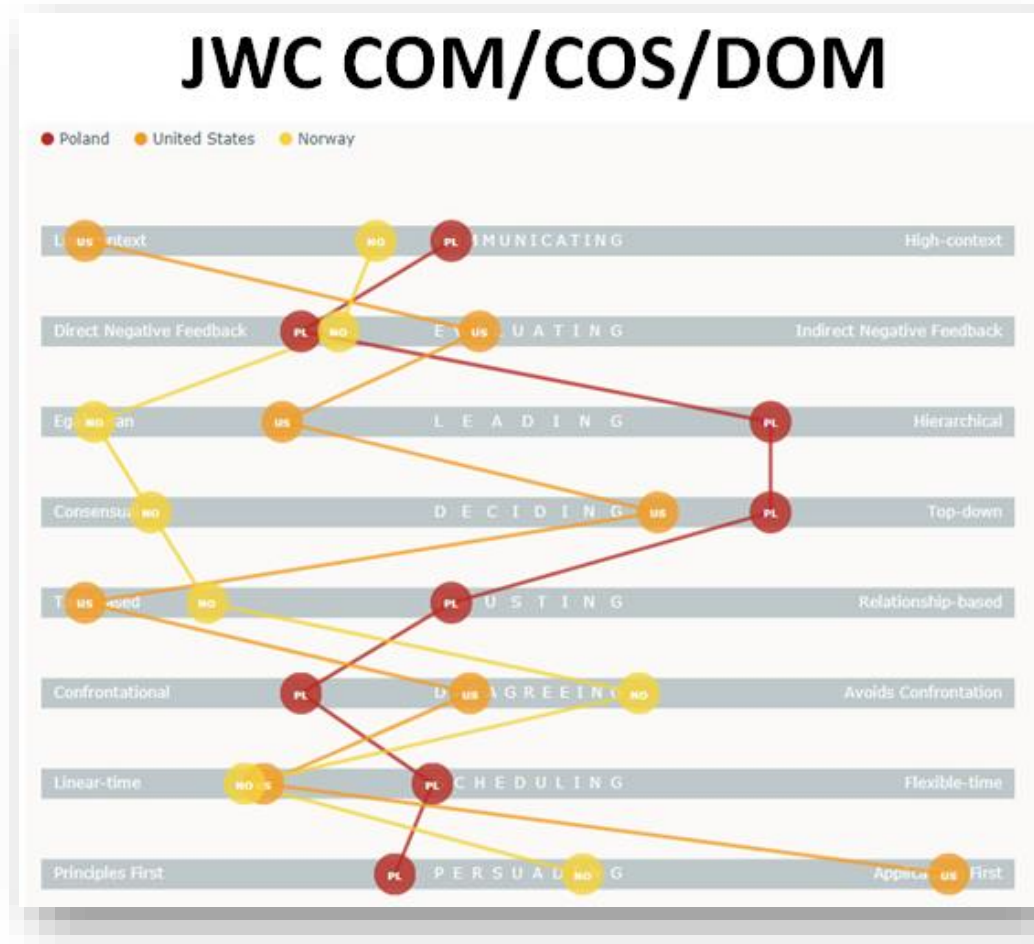
- **Highly experienced staff** –1000's of years of broad-ranging experience
- **Handover/Takeover** to transfer corporate knowledge
- **Individual coaching & mentoring**
- **Exit interviews** capturing opinions and insight

**“The JWC is a place where you get an education”**

where the individual and organisation get the most out of each other

# The “culture map” briefing

- **National culture** brief
- Given to all **new staff**
- **Clear model** for understanding cultural differences
- **8 scales**
- Very useful tool with our **teams**
- Based on “**The Culture Map**” by Dr Erin Meyer”





## II. Team

### Proactive team development

- Team development at all levels
  - Built into the annual OD plan
  - Tailor made for the specific team
- “Stepping outside of the battle rhythm”
  - Strategy/ planning/ sharing knowledge...
  - Annual reflection for our staff in the branches & divisions

### Ongoing education

- Mentoring system
- Lecture series programme
  - internal/external speakers



**ONE TEAM programme**



**Comprehensive newcomers training**



**Innovative presentation formats**



**Proactive team building**



## III. Organisation



### Organisational culture focus

- “One Team” ethos – is our core
- NATO’s longest org. culture programme
- This programme provides:
  - **A collection of mindsets for being effective**
  - **A common language** to help our staff work together quickly as **JWC One Team**

The aim is to improve the quality  
of our interactions with each  
other and those we serve

# JWC One Team concepts

accountability ladder

get on with it  
find solutions  
"own it"  
acknowledge reality  
wait and hope  
excuses  
blame others  
unaware

accountability

## what more can I do to get the results?

the mood elevator

- grateful
- wise
- creative
- optimistic
- appreciative
- understanding
- curious
- frustrated
- irritated
- anxious
- defensive
- judgmental
- depressed

thinking drives behaviors

results  
behaviors  
thinking

stay curious

don't assume motives

## assume positive intention

remember the serenity prayer

# gravity

what shadow do you cast?

how big of a team are you playing on?

appreciation...the glue that holds teams together

"what I appreciate about you is..."

use both sides of your brain

left right

levels of listening

to understand  
application  
judgment  
telling my story  
nonlistening

all styles get results!

controlling	analyzing
promoting	supporting

did you count all of the F's?

# F

coaching and feedback

be aware of your filters

our filters      how we see

blind spots  
moods  
thoughts

people  
events  
life

# be here now

focus on your blue chips

blue

manage your energy

energy

up the mood elevator

# at your best





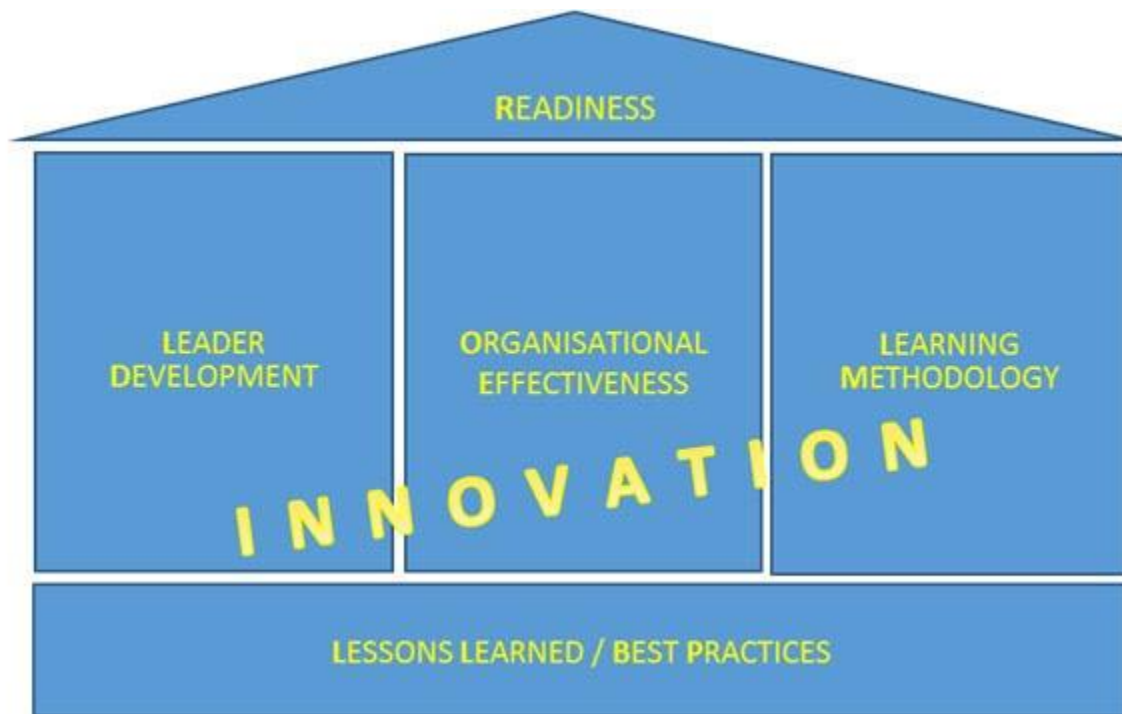
**Warfighting culture is what NATO needs, if you want it you must be ready to fight; the 4 Human Capital LoEs all feed to the readiness and to the warfighting culture.**

**END STATE:** Recognising the imperative of the current/projected operational environment, the culture of NATO as an organisation has adapted to optimise collective decision making – including the prerequisite staff structures and processes – using the identified Lines of Effort as a catalyst.

This will require:

- Stakeholder buy-in, NATO and Nations – sense of urgency
- Demonstration of feasibility – short-term gains (low hanging fruit)
- Consistency of comprehensive effort – built and execute plan
- Establish strong Community of Interest – Bi-SC sponsorship and specified ownership of actions

# How do we get there ?





NATO  
OTAN

# Q & A



NATO UNCLASSIFIED