Professional Military Education: Preparing Leaders for Complexity

Major-General Éric Tremblay
Commander, Military Personnel Generation
Fundamentals of The Profession of Arms
Environmental Drivers of PME

Institutional Environment

Contemporary Operational Environment

Future Security Environment
Key Inputs / Considerations

- Operational/Strategic Lessons Learned
- Allied approaches
- Adversarial Tactics/Strategy
- Professional Development & Collective Training
Scope of PME / Military Training

- Political
  - Civ – Mil Relations – Grand Strategy
- Strategic
- Operational
- Tactical

Operational Art
Tactics
(Operational Excellence)
The Complex Current Operating Environment
Professional Development Model

Professional Attributes

Professional Pillars

Professional Competencies

Institutional and Operational Excellence
Leader Development Framework (LDF)

Professional Leaders

<table>
<thead>
<tr>
<th>System Level</th>
<th>Expertise</th>
<th>Cognitive Capacities</th>
<th>Social Capacities</th>
<th>Change Capacities</th>
<th>Professional Ideology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pol/Strategic</td>
<td>Pol - Strat</td>
<td>Systems</td>
<td>Partnering</td>
<td>Paradigm Shifting</td>
<td>Stewardship</td>
</tr>
<tr>
<td>Mil Strategic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tactical</td>
<td>Tactical</td>
<td>Analytical</td>
<td>Interpersonal</td>
<td>Open</td>
<td>Internalize</td>
</tr>
</tbody>
</table>
Shifting the Professional Development Paradigm

Competencies include:

- Skills
- Knowledge
- Aptitudes
- Attitudes
Leader Development Model (LDM)

- Right Person
- Right Qualifications
- Right Place
- Right Time
Systematic Professional Development

Developmental Period 1
Basic
- Regular Officer Training Plan
- Basic Military Officer Qualification
- Military Occupation Classification (MOC) Qualification

Developmental Period 2
Junior
- Basic Service Courses
- Intermediate Service Courses
- Advanced Service Courses

Developmental Period 3
Intermediate
- Joint Command and Staff Programme

Developmental Period 4-5
Advanced/Senior
- National Security Programme
- Executive Leaders' Programme

Post Graduate Training

General Management Training

Second Language Training
- Officer Cadet/2nd Lieutenant/Lt
- Captain
- Major
- Lieutenant Colonel
- Colonel/General

Military Occupation Classification (MOC) Qualification

Tactical
Operation Strategic Whole-of-Govt
Attributes of the Profession of Arms

*Expertise, Responsibility, Identity, Military Ethos*
Discussion & Questions