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Soft Skills for Security and Defense: Cross-Cultural Competence and Beyond

Abstract of the speech and poster for the Military Education Working Group of the 2018 ISMS Annual Conference “Military Sciences and Future Security Challenges”

One of the biggest challenges that the security and defense communities face nowadays in the training domain, is the insufficient focus on soft skills development. Soft skills such as cooperation, communication, empathy, trust-building abilities, open-mindedness, cross-cultural competence or gender awareness – strongly facilitate coordination, performance and relationship building in an environment of organizational, gender and cultural diversity that is natural during multinational and multiagency CPPB operations and activities. But those skills are very often improvised rather than meticulously trained, developed and attested within an integrated, holistic system together with the classically understood professional, operational and leadership skills.

The speech and poster presentation focus on the issue of training and applying cross-cultural competence (and other selected soft skills) for CPPB missions and operations – by EU and NATO, both in theoretical and practical aspects. It is not limited only to employees of uniformed formations, but also pertains to the civilians working in the security and defense realm, and embraces cultural competence understood as the ability to function effectively in any multicultural and multiagency environment.

Therefore, the aim of the presented research work is threefold:

- To outline the theoretical foundations of training cross-cultural competence for military and civilian personnel, verified by practical training experience, deployment practice and research results performed by the Author and others.
- To diagnose the place and role of soft skills (in particular cross-cultural competence) in CPPB in current security landscape, review best practices in 3C training worldwide and identify existing gaps, in particular in the



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- regional, EU context.
- To provide general training recommendations, materials, ideas and tools that were, or can potentially be used in training cross-cultural competence for CPPB purposes and discuss ethical and other limitations.

About the Author

Dr. Kamila Trochowska is an Assistant Professor at the State Security Institute of the War Studies University in Warsaw. She is currently the director of the Polish share of the EU's Horizon 2020 *Gaming for Peace Project*, the creator and director of the *Cross-Cultural Competence for CSDP Missions and Operations* course for the European Security and Defense College and the *Operationalization of Culture for HUMINT* course for the Polish Armed Forces. Dr. Trochowska realized six research projects on operationalization of culture for the military, security culture and anthropology of cybersecurity for the Ministry of Defense and National Science Center, and currently runs one on cognitive science applications for security and defense for the Polish Ministry of Science.

Since 2011 she has been a member of national and international research teams at the Polish National Security Bureau, Individual Training and Education Developments NATO Training Group, NATO ACT Innovation Hub, NATO DEEP, NATO STO, the European Security and Defence College, Applied Human Factors and Ergonomics Society, Polish Armed Forces, German Armed Forces, Armed Forces of Ukraine, Kyoto University, National Defense University of Taiwan, World in Conversation Center of the Penn State University, Swedish National Defense University and Polish ADL Labs, among others. As her scientific background is rooted in both cultural anthropology (M.A.) and security studies (Ph.D. on *Operationalization of culture in contemporary military operations*), Dr. Trochowska performed interdisciplinary field research at the Lakota Standing Rock Reservation in South Dakota, United States (2008), Palestinian Yarmouk Refugee Camp in Damascus, Syria (2010), Turkish police and military institutions (2011), American military institutions – US Army War College and US Central Command (2012) and Joint Special Operations University, USAWC, West Point, NATO ACT and US Naval War College (2015), and Ukraine (since 2016) on cultural aspects of security and defense.

She is the author of numerous scientific publications in the field of cultural aspects of contemporary security environment and cross-cultural competence training for the military and civilian defense organizations. Her research interests include cultural dimensions of national and international security, cross-cultural competence for security and defense, security culture, anthropology of cybersecurity, military training and cultural neuroscience.

After hours she is a proud mom of three, a backpacker and a huge fan of professor Robert Sapolsky.



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