Army

Teaming

An introduction to gender studies, unshackling
human talent and optimising military capability
for the coming Era of Equality: 2020 to 2050

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March 2017

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Serving our Nation

Cover image: Australian Army military police soldiers and various Fire and Rescue NSW personnel work to free a trapped 'casualty' during the Defence Force School of Policing training activity at Holsworthy Barracks, Sydney, 2016.

Acknowledgements

I acknowledge the Traditional Owners of this land, and salute the many Indigenous Australians who have served in the Australian Army, since World War I.

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Approximately 20 people who were either interviewed or who provided comment on earlier drafts. Their detailed, honest and thoughtful insights significantly improved the final product and helped bring it to life. I was also buoyed by their enthusiasm, seemingly effortless problem-solving abilities and evident high motivation to care for Army's culture. Thank you for your time and the inspiration.

The civilian world also aided this paper. Aside from the treasure trove of resources quoted, numerous individuals and organisations gave permission for their copyright images to be reproduced, (as indicated in captions) which enriched the paper. Your generosity and goodwill is deeply appreciated.

I sincerely hope this paper will assist Army as it prepares for the decades ahead and the unique and likely difficult challenges that lie in wait.

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Australian Army officer Lieutenant Jordynne Windsor (centre left) from 1st Armoured Regiment listens to a brief from United States Marine Corps personnel during Exercise Hamel in Cultana training area, South Australia, on 6 July 2016.

Introduction

Gender has been a high-profile issue within the Army over the last five years. In response to *Pathways to Change* (PtC), Army has introduced significant changes in a short period. However, there is now a chance for Army to catch its breath and reflect more deeply and strategically about how it approaches gender issues in the longer term. Although there may understandably be a feeling of 'issue-fatigue,' there are five reasons the gender issue requires further attention now:

1. Army capability depends upon strong and cohesive teams.

2. Achieving genuinely equitable workplaces and a gender-aware lens on the operating environment requires greater engagement with gender theory.

3. Masculinity studies have not been incorporated into Army's approach to gender.

4. Gender is not a static issue; over 2020 to 2050, it will continue to influence Army's internal and external environment – in ways which are perhaps more significant than have been seen to date.

5. Trends indicate a rise in female participation in violent extremism.

Purpose

The purpose of *Teaming* is to provide Army with a deeper understanding or 'rich picture' of gender and how this may influence the world of 2020 to 2050.

Approach

Approximately 20 serving members of the Army were consulted in drafting this document, and some of their quotes are presented throughout the document in green text. This is not intended to represent formal research, but rather to provide an initial glimpse into the range of views that exist, to inform the discussion and to help convey meaning.

Part I: The Strategic Context

Chapter 1: Global trends

Across many sectors, there is discussion about the right sort of leadership and teams needed to manage the complexity that lies ahead with a general conclusion that 'diversity' is the answer. Additionally, and particularly within Western society, there is also a multi-layered sub-discussion about the power of 'all white males.' Research indicates that labelling people can be divisive, so whilst not endorsing the use of such labels in the Army team environment, an overview of these different perspectives may aid Army leaders gain cultural insight.

Amongst all this, a global meta-trend is the empowerment of women. As women become more influential agents, it should not be assumed that they will wish to keep doing things the same old way; in some cases, they may bring dramatically new ideas. Yet, the empowerment story parallels another story of increased vulnerability for some women.

Chapter 2: The military operating environment

The future military operating environment sees an increased trend towards 'war among the people;' targeting of civilians; the use of child soldiers; greater numbers of women decision makers and potentially greater number of female victims of slavery and sexual violence.

There is also evidence that females are becoming more active in violent extremist organisations. 2020 to 2050 may witness female dominated or female led combatants who will likely use different tactics. For example, female Daesh members have advocated the use of mass poisoning in Melbourne, Australia.

Women within security policy and international relations fields are developing new insights and fresh approaches to security which are starting to have geopolitical influence. Sweden, for instance, now has an openly-declared feminist international relations strategy which elevates the importance of human security over State economic issues.

Part II: The Cultural Context

Chapter 3: Insights from gender studies

Gender studies reveal that both men and women are inhibited from reaching their potential by strict gender identity constructs, in which they are socialised from birth. There is much evidence from psychology and brain science that supports the 'gender similarities' hypothesis.

Today people are impacted by legacy cultural influences, such as patriarchal and hegemonic masculinity notions, which view women as lesser than and the opposite of men; furthermore, there are new cultural influences such as extreme pornography and demeaning depictions of women in video games and multimedia. Collectively, these two formidable and immersive cultural influences create cognitive bias and prejudice. This can manifest through women's voices being silenced or discredited, or their work and abilities being minimised. Being attuned to these dynamics can help Army leaders get the best out of individuals and teams, and allow the focus to remain on merit.

Chapter 4: Women

The world may be on the cusp of a major transformation in the role of women in society, where they start to more significantly influence the world's politics, thinking and societies at various levels.

There is much emerging research on women's constructive roles in teams and collective decision making. A study which measured the 'collective intelligence' of a team found that it was always higher when women were in the team; this was attributed to the extra level of 'social sensitivity' they brought to team dynamics which allowed greater accessing of each person's contributions. Another area of enquiry is the value of 'emotional labour' in teams and the amount of 'background helping' tasks women perform to help teams succeed.

A gendered lens on leadership theory finds that until the 1980s, leadership studies were mostly completed by men, about men; thus, some argue that present-day understandings of leadership may be skewed. Theories of women in leadership are new and still evolving but promise to enrich Army's own deep understanding of leadership issues.

Consideration of women's roles in teams and leadership must also address negative aspects, such as embodied chauvinism (women negatively biased towards other women); so-called 'bitchiness' and Queen Bee behaviour. Deeper considerations of women's authentic styles of interaction and leadership brings other considerations, such as the risk of charismatic women being regarded as a threat or perceived through a sexualised lens.

Chapter 5: Men

Masculinity studies reveal that boys are often socialised through 'Policing of Masculinity' (POM) which is prevalent in schools. The word 'policing' emphasises the idea that firstly, boys are vigilant in watching out for those who act outside masculine norms and secondly, that those who do so, are punished. Throughout their lives men experience 'precarious masculinity' – the idea that they must continually re-earn and prove their masculine credentials. Scholars argue that *manhood* differs fundamentally from *womanhood* in that it is something that is "hard won and easily lost… and requires continual public demonstrations of proof." In contrast, women face less pressure to continually 'prove' their womanhood.

When men experience what they perceive as a 'masculinity threat,' they often feel compelled to take remedial action, which can be destructive. These compensatory actions can include: "displaying aggressiveness, harassing females and derogating other non-masculine men." Pertinent to the Army, research has found that superior performing women in traditional masculine work domains can constitute a masculinity threat and, thereafter, be subject to being sexualised, demeaned or devalued in other ways.

'Ideological dominance' provides a socially appropriate, non-physical means of asserting power and repairing masculinity. It involves subtle ways of subordinating others in workplaces and, as such, it is both difficult to detect and resist. Nonetheless, its presence is felt by women who experience reduced "feelings that they can succeed… of belonging and participation in stereotypical masculine domains."

Gender stereotypes have been found to have harsh effects upon men, and particularly affect their health and wellbeing. Men are subject to sexual harassment in workplaces. Within the ADF, recent focus upon the 'men as perpetrator, women as victim' dynamic has served to subtlety reinforce gender stereotypical views that violence or harassment of men is of lesser importance. The ADF approach to gender so far seems to have forgotten that the modern man has changing needs and perspectives too. For example, male soldiers have been found bashfully enquiring as to whether flexible work options existed for fathers. There is a large multi-layered discussion about whether boys and masculinity is in a state of crisis or a state of transition.

Scholar Mark Justad argues that the critique of old patriarchal and hegemonic masculinity models has left a void yet to be filled. As a contribution to the void, he offers a noble aspiration: "if we wish to seek out the full humanity of men, men's studies must continue to hold themselves accountable for the full humanity of women." Thus, he proposes that the future process of seeking the full actualisation of men should involve ensuring women can also self-actualise.

More recently, masculinity scholars have sought to move away from the 'what's wrong with men' approach. More constructive approaches include 'positive masculinity' studies and focusing upon men's strengths. This approach is proving successful and has relevance to any institutional approach to achieving equitable environments, where both genders can thrive. Overall, masculinity studies open many new ideas and possibilities about how male wellbeing and work performance can be lifted.

Gender studies also reveal the way military discourse can be distorted by individual or group desires to maintain their masculine identity, rather than solve the problem in the most effective way. Finally, understanding how 'manhood' is conceived in different cultures and within some combatant groups can provide powerful insights into the human dimension of military operations, and thus may usefully inform strategy development.

Part III: Implications

Chapter 6: Teamwork

To prepare for 2020 to 2050, Army needs to master the ability to create and lead 'High Performing Diverse Teams' (HPDT). In the business world, the concept of 'teaming' is instructive. This involves rapidly assembling a team which comprises the exact range of experts and skills to match the task or problem at hand. These teams may only work together for a fortnight, several months or a year, as the task requires, and their composition may change as the task itself changes.

These sorts of quickly assembled and/or Joint, Interagency, Intergovernmental, and Multinational (JIIM) type teams differ greatly from the standard all-Army, section, platoon, company, or operations planning team who have had similar training and usually, depending upon posting cycle, have had a long opportunity to get to know each other's strengths and weaknesses and form a cohesive sense of identity. To create HPDT, what extra steps are required? How do team members quickly understand each other's more varied skills and abilities, methods of communicating and cultural norms? Is it possible to fast-track trust building processes? One of the many aspects to such a team's success will be the creation of an equitable gender environment.

The creation of HPDT is a different teamwork question, and requires new strategies and approaches. Ignorance around gender issues creates situations of 'Unintended and Unconscious Offence' (UUO). New approaches to discipline and morale are required, which Company Sergeant Major (CSM), Regimental Sergeant Major (RSM), Adjutant (ADJT) and Commanding Officer (CO) networks could very usefully contribute to.

An unorthodox approach to this issue might involve Army having a much larger internal discussion. To create the most harmonious and cohesive solution, the different genders, from different generational groupings, could be asked to consider their highest priorities and deal-breakers. Ideally, each gender is provided a safe discursive environment to air perspectives and grievances, and discuss and reflect on these issues. Following this dialogue, pragmatic solutions could be developed to ensure the highest priorities of each group are 'locked in' within Army's team and organisational approach.

There may also be merit in Army considering the teamwork question from three angles: all-male teams; all-female teams and mixed teams. The idea of using all-female teams is untapped in the Australian Army. An all-female team environment could help provide the space for unique female leadership and team building styles to develop, and for new ways of thinking about the operational environment, tactics and planning to emerge.

Chapter 7: Leadership

Leaders of HPDT need greater abilities in team design and facilitation of group processes like: The Joint Military Appreciation Process (JMAP); design thinking or 'World Café Methods.' There may also need to be a greater emphasis upon intellectual and emotional courage. It is questionable whether the capability to lead HPDT can be learnt from a book; thus, Army needs to consider ways of giving its leaders practical experience in working with difference.

Chapter 8: Strategy and capability

The areas which require greater analysis and 'so what' thinking include:

- The changing demographic in the Operating Environment (OE)
- Women's increasing global influence
- Modern misogyny
- Changing Australian social norms
- The importance of 'gender adept' culture for team performance
- The Xena-return happening in larger society
- The merit or otherwise of taking a 'blank page' approach to gender issues and future capability, (for example considering the 'Wake Forces' conception)
- Masculinity studies, as impacts 'own troops' and the operational cultural context
- The deeply entrenched nature of gender identities
- The need for a wider approach to the creation of High Performing Diverse Teams (HPDT)
- Troops to task and time and space

Army needs to develop and resource a process to properly grapple with the above issues. Potentially, the argument needs to be made to Government for either an increase in Army personnel or the creation of a surge capacity, to allow these issues to be properly addressed so that Army is optimally prepared for the period 2020 to 2050.

The sorts of solutions that particularly require greater deliberation include:

- **Teamwork as a capability**. It is always difficult to predict future tasking; however, what will never change is the need for supreme teams which can morph, adjust and, thus best respond to whatever circumstances they encounter. HPDT is an insurance policy against all forms of uncertainty and might be considered an essential bedrock Army capability. Army will benefit from a resourced, holistic and rigorous approach to creating HPDT

- **Women**. There are potential requirements for either a female infantry battalion / company / platoon or Female Engagement Teams (FET); female Special Forces (SF) operators; an 'Athena Planning Team' (APT); and the need for greater intelligence on female combatants' methods. An alternate conception is the 'Wake Force' construct (Box 21)

- **Men**. It is ironic that the needs and perspectives of the modern man have been neglected in Army's approach to gender and cultural change. This requires remedying. Masculinity studies must be incorporated into Army's cultural renewal program and into its external activities, especially into analysis of human terrain

- **GLBTIQQA**. The 'Gay, Lesbian, Bisexual, Transgender, Intersex, Queer, Questioning and Asexual' (GLBTIQQA) community form at least 11% of the population – a sizeable component of any team. GLBTIQQA issues have their own complexities which deserve rigorous and expert analysis. Due to scope issues, they were not addressed in this document; thus, this gender analysis is incomplete, and a separate analysis of GLBTIQQA issues is recommended

In approaching 'Cultural Renewal,' Army may wish to incorporate approaches used within the creative arts and cultural sector, which research finds are highly effective for addressing 'cultural issues.'

Recommendations

- Army Senior Leadership Team deliberate on the ideas; research findings, and preliminary 'Solution Ideas' in **Annex A,** and consider any further actions.

- This Teaming Paper is used as an interim cultural educational and professional development resource. It is made available to Army leaders from Corporal and above to aid them conduct equity and cultural education activities at the unit level. Interim cultural education materials are in provided in **Annexes B and C.**

- Strategy and Policy Resource Document. This paper inform greater deliberation on gender by strategy and policy makers across Army, such as in these areas:
  - Future Land Operating Concepts
  - Future Land Warfare Reports
  - 'Human Capacity Strategy' and 'Army College' ideas in *The Ryan Review*[1]
  - Cultural renewal program
  - Research and development activity
  - International Engagement (IE) strategy
  - Army input into future Defence White Papers
  - Teamwork and leadership training curricula
  - Army History Unit
  - Army Knowledge Group's 'Lessons Learned' activities

Conclusion

The 21st Century is shaping up to be a highly complex security environment and is expected to feature more 'war among the people,' particularly in urban areas, plus a greater need for Army to work within various Whole-Of-Government (WoG) and Joint, Interagency, Intergovernmental, and Multinational (JIIM) constructs. This environment will necessitate conducting more work with civilian women at many levels, from tactical to strategic planning groups. Women will be more powerful agents but, in some contexts, may be the most vulnerable victims. There will be more female adversaries in the future, who will likely operate in different ways. More broadly, the 21st Century's values and ideologies may shift in response to greater numbers of women being educated and taking up various leadership roles across global society. The Australian Army needs to be ready to interface with this sort of world, in all its forms. This will require greater investment in developing a shared understanding of the gender dimension, and possibly, standing up new capability.

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[1]   Ryan, M. 2016. *The Ryan Review: A study of Army's education, training and doctrine needs for the future.* Australian Army. Canberra, Australia.

Introduction

Australian Army soldiers Warrant Officer Class Two David Sudholz (front right), assisted by interpreters Major Garth Fallon (front left) and Warrant Officer Class One Lee Nimmo, give Australian, Chinese and United States military personnel a navigation lesson in remote Northern Territory bushland during Exercise Kowari 2014.

Observe and orientate

The development of military strategy is always preceded by careful analysis of the physical, political, technological, cultural and social environment in which military operations might occur. As militaries are drawn from the people and operate amongst people, understanding the 'people' is particularly important, especially in times where values and worldviews are changing.

To highlight the relevance of this to military capability, it is useful to reflect upon the early success of the Napoléonic Armies, which inform much of Clausewitz's thinking in *On War*. Napoléon came to power in a time of great ideological change – the Enlightenment – where philosophers such as Rousseau and Voltaire introduced entirely new ways of thinking. The capacity of man[2] to 'reason' was elevated over the inherited authority of the Monarchy and the Catholic Church, while the new values of 'liberté, égalité, fraternité' drove the subsequent French Revolution.

Napoléon was an avid reader of the new philosophers, taking their books with him on his expedition to Egypt, for example. Additionally, the values had personal meaning to him, as he had come from outside the French aristocracy – the traditional gateway to the higher ranks of the French Army. Attuned to the values of his time, Napoléon opened the doors of opportunity and promotion to not just the Nobles, but to people from across all classes of society. His focus was solely upon recognising and rewarding merit and talent, and this allowed him to create a highly motivated and formidable force.[3]

> *The new regime had an abundance of talent at its disposal... which the Emperor did not hesitate to use....*[4]

Aside from elevating long subdued and stifled talent, Napoléon's military success also related to his ability to harness the passions of the times:

> *...the high-pitched morale of the French soldier was an entirely new factor in the war. Napoléon understood the tremendous importance of this new factor... He was thus enabled to make use of tactics unthinkable in the context of eighteenth-century battle dispositions, in which the initiative of the individual soldier played no role...*[5]

Applying this to the present era, what philosophical and ideological shifts are occurring in our time? Like the Enlightenment, the issue of equality is still a powerful force. This is seen in the ascendancy of the 'diversity' narrative, along with its associated debates.

The diversity narrative

The discussion on diversity has many components. Race, ethnicity and cultural barriers to equality have become more apparent through the emerging body of work on 'whiteness studies' and 'white privilege.' For Australians, understanding our Indigenous People, who have long played a substantial and valuable role in the Australian Army, is critical. Generational issues are also rising in prominence due to the way decisions made now, like Britain's choice to separate from the European Union or on issues like climate change, will be felt by young and future generations.

Australian Army soldiers from Brisbane's 20th Surveillance and Target Acquisition Regiment, Royal Australian Artillery, with the Shadow 200 tactical unmanned aerial vehicle at Gallipoli Barracks, Brisbane, on 5 October 2016.

Another aspect of diversity is understanding the 'Gay, Lesbian, Bisexual, Transgender, Intersex, Queer, Questioning and Asexual' (GLBTIQQA) community, who form an estimated 11% [6] of the population – a sizable component of any team. The roles of men and views about masculinity are also starting to morph. The women's equality movement has been reinvigorated in response to greater awareness of structural and cultural barriers that bar them from reaching their potential. Diversity discussions can stretch to consider differing social classes, professions, religions and political views.

There are also 'diversity' counter-narratives. The rise of populist nationalism and terrorism both directly challenge 'diversity' ideals and wider associated trends like the rise of a global citizen identity; cosmopolitanism and multi-culturalism. Early analysis of the 2016 US election campaign draws attention to two distinct world views, which are labelled in various ways such as 'Globalist/ Nationalist' or 'open/closed.' Looking to the future, it would seem simplistic to discount the idea that viable mid-way options exist.

Aside from the broad 'open/closed' stance, the diversity discussion is vivid and contested in many other ways, and it should be expected that these issues will continue to be teased out over the next 10-20 years. For example, presently there is dispute about the use of trigger warnings (TW) in Universities. This involves books like *Huckleberry Finn*, when listed in student reading materials, being notated with a comment like: 'TW – historic, racist language.' Is this a gesture of kindness that fosters an inclusive culture, or does it impede intellectual resilience?[7, 8, 9] Another debate is on cultural appropriation: Is it wrong for a non-indigenous person to dress, dance or paint in indigenous inspired ways? Often these questions relate to issues of scale or degree, where the lines lie is not yet agreed. Relating this to military culture, trigger warnings are sometimes used to support veterans, while there are various protocols to do with how military symbols, uniforms and insignia are used in civilian contexts. Thus, it is important for many group's that their unique group identity and culture is respected. This is an active part of modern discourse and will continue to be.

The way in which 'diversity' issues are discussed is itself a big part of the discussion. Some studies in gender, whiteness, or post-Colonialism, for example, have become so highly specialised and nuanced that they may only be accessible to highly educated elites.[10] When 'diversity' experts are perceived as chastising others, who may be less familiar with new theories and perspectives, this can serve to sever dialogue, rather than help create mutual understanding.[11]

In seeking to bridge this divide, moral psychologist, Jonathon Haidt, argues that there are valid points for both the 'Globalist' and the 'Nationalist' worldviews. In the context of the US, he warns that 'political correctness' has sometimes worked to silence discussion about different perspectives which, in turn, may exasperate issues rather than resolve them.[12] Likewise, new research finds that assigning people labels can be counter-productive to achieving unity.[13] While, undoubtedly, there are times diversity related arguments can be ill-applied; likewise, the tactic of branding diversity concerns as mere 'preaching' by overly-sensitive people has been an effective way of trivialising and, thus, denying valid equity aspirations of various people. The ridicule of safe spaces, for example, denies the reality of high rates of suicide among the GLBTIQQA community and the unique ways they can be exposed to greater harassment or violence compared to other demographic groups.

In some cases, the 'diversity' discussion and attempts to bring 'diverse' people together can become vitriolic: disparate worldviews, rarely articulated or shared effectively, collide while issues of power arise. These, in turn, underlie disputes over the various practical aspects of how emerging 'equity and diversity' or inclusion principles are applied. For militaries, who need to create cohesive teams, strategies are needed to navigate this evolving social and cultural terrain.

Instructor LCDR Rod Taylor watching over his syndicate group during peacekeeping exercise PIRAP JABIRU, 2016.

On the positive side, diversity has the potential to deliver profound benefits to societies and workplaces. A prominent part of the diversity discussion is new research that finds diverse teams can be more powerful than monoculture teams. In the corporate world, one study found that gender diverse teams are 15% more likely to outperform all-male or male-dominated teams, while this figure was even higher (35%) for ethnic and racially diverse teams. This study notes that:

> *This correlation does not prove the relationship is casual – that greater gender and ethnic diversity in corporate leadership automatically translates into more profit – but rather indicates that companies that commit to diverse leadership are more successful.*[14]

Leadership and diversity

Despite Daesh and populist nationalism, there is still wide-spread support for the ideals of 'equity and diversity' among much of the world's political leadership. In late 2015, Canada's Prime Minister, Justin Trudeau, formed a Cabinet with Muslim and Indigenous representatives, plus 50% women.[15] The U.K. now has a political party – the 'Women's Equality Party' – devoted to the issue of obtaining equal representation of women[16] (Figure 1). The percentage of women in Iran's Parliament reached 6% in 2016 and, while this is still low representation, it was significant in that it was the first time in which women outnumbered Clerics.[17] Many other countries and political parties have goals for 50% representation of men and women. The UAE has established a Ministry for Tolerance. They describe 'tolerance' as being "a supreme value and one of the universal principles connecting all of us." Their aim is to operationalise the concept, to "make tolerance a strategy for the present and the future."[18]

Figure 1 U.K. Women's Equality Party website[19] *(Image reproduced with permission)*

Mission

"WE are pushing for equal representation in politics, business, industry and throughout working life. WE are pressing for equal pay and an equal opportunity to thrive. WE are campaigning for equal parenting and caregiving and shared responsibilities at home to give everyone equal opportunities both in family life and in the workplace. WE urge an education system that creates opportunities for all children and an understanding of why this matters. WE strive for equal treatment of women by and in the media. WE seek an end to violence against women."

Although there is emerging evidence of a backlash against globalisation, the interdependent and entwined nature of the world's economies; supply chains; media; information sources; cultures and physical ecosystems – plus the world-wide nature of threats like terrorism and climate change – mean that complete isolationism or retreat to monoculture societies is barely feasible. Countries with isolationist preferences will still need to interface with segments of their own societies which favour global integration and/or 'equity and diversity' ideals. In the 21st Century, the reality of needing to work with 'diversity' will be inescapable.

Overall, if leadership is considered at a macro-level, the 20th century, on the back of Colonialism, was predominantly shaped by the western, industrialised world, by 'white males' and arguably a particular type of white male – mostly well-educated and/or of at least average levels of affluence. In contrast, the leaders, shapers and influencers of the 21st century will be far more diverse. Potentially, the period from 2020 to 2050 may be an 'Era of Equality.' The world may be on the cusp of inheriting new types of leadership teams at local, national and global levels, in all spectrums of human activity. With equal representation of women and men, and the inclusion of other diverse groups, new priorities, values and approaches may emerge.

For security professionals, a change in political leadership is something to note – after all, it is Clausewitz's often paraphrased advice that war is an extension of politics. If political perspectives and priorities change, then it could be assumed that this may also influence the way in which security policy and approaches are conceived.

> *The political object, as the original motive of the War, will be the standard for determining both the aim of the military force and also the amount of effort to be made. – Clausewitz*[20]

Regardless of what occurs, it is a military's job to serve and obey the Government of the day, as elected by the people. Therefore, it is inappropriate to anticipate beyond current Government policy. However, what the ADF and, by extension, the Army must do, in order to be perpetually relevant and responsive to the needs of its citizens, is to understand and keep up with the cultural shifts that influence not only Australia but the world more broadly. All aspects of diversity – racial, cultural, age, profession, GLBTIQQA – deserve scrutiny; however, this paper cannot do adequate justice to all and, therefore, only focuses upon one component: gender.

Why? Haven't we heard enough about gender?

In the aftermath of the so-called 'Jedi' and 'Skype' scandals and associated ADF-wide investigations and reports, such as *Pathways to Change* (PtC)[21] plus other operationally focused initiatives – like those which respond to United Nations Security Resolutions (UNSCR) in the area of Women Peace and Security (WPS) – it may seem perplexing to raise the gender issue again.

Of course, along with the ADF in its entirety, since PtC was published in 2012 and despite the high operational tempo, enormous changes have been made in a short period of time. In 2015, NATO held the ADF up as representing global best-practice in this area,[22] while the Army was recognised as a *'White Ribbon Accredited Workplace.'*[23] The ADF has opened up the doors of ADFA to external review by the Humans Rights Commission, while civilian Universities have not allowed this, despite evidence that similar, and possibly worse, sorts of problems exist.[24, 25, 26] The ADF's struggles with equity issues must be placed in context with Australian society – many other sectors are struggling with the same issue, such as in science;[27] international relations research;[28] and surgery[29] to name a few: this is a societal wide problem. Dozens of major new initiatives, which address gender aspects of Army's internal and external environment, have been made (see Box 1).

Box 1 Army – present gender initiatives

Internal environment:

'Cultural Renewal' is one of The Chief of Army's four enduring priorities. There are now significant gender initiatives across all spans of Army activity from recruitment; career planning and workforce design; soldier and Officer training curricula to the development of new personal field equipment. Here is a sample of some of the programs:

- Pre-conditioning courses to help women increase their physical strength before entering the Army and for those entering combat corps
- Ensuring that at least 30% of the people on promotion boards are women
- Executive coaching in gender for senior leaders
- Mentoring for mid-level to senior women leaders
- The establishment of an Army Gender and Diversity Council which has three tiers of representation, allowing it to link to all layers of Army activity and units through to the Office of the Chief of Army
- In 2015, Army was recognised as a White Ribbon Accredited Workplace,[30] reflecting a wider body of work occurs within Army around preventing domestic violence
- The Australian Human Rights Commission has been engaged to develop a four-year plan to assist with ongoing cultural reform

External environment:

'Women, Peace and Security' (WPS) initiatives are managed at the Departmental level, with Army contributing alongside Navy and Airforce colleagues. Defence WPS activities include: the provision of advice for current operations and exercises; doctrine writing and the development of a Gender Adviser (GA) training course. GA will be employed in all three services. This activity is in a 'start-up' phase.

The ADF has done much to address sexual misconduct and criminal abuse situations and establish long-term structural safeguards. Accordingly, such issues are not addressed in this paper, except to note that achievement of an equitable cultural environment can help reduce these incidents. This, in turn, not only protects potential victims, but also protects Army as an institution. Abuse incidents have far-ranging and destructive impacts upon victims; a subtle but long-term corrosive effect on recruiting, while responding to such issues impacts the ADF for years to come, long after the 'perpetrators' have left the organisation. While careful, sensitive responses are widely accepted as essential, they still divert staff time and resources away from operational matters; force preparation and future development, potentially reducing Army's combat capability. This why it worth Army getting its head properly around 'gender issues' – the costs of not doing so are enormous: to victims and the institution.

Major General Fergus McLachlan takes part in a practice Restorative Engagement session at Russell Offices, Canberra, 2015.

The Restorative Engagement Program came from the Defence Abuse Response Taskforce (DART) which recommended a restorative-based process for members making complaints.

The Program provides them with an opportunity to tell Defence their personal account of abuse and its impact on their lives. It also provides an opportunity for Defence to acknowledge abuse and harm, and to respond to individual cases.

Flying the White Ribbon flag for International Day for the Elimination of Violence Against Woman at Kamp Holland were Sapper Glenn Addicoat (Top Left), Lance Corporal Michael Smith (Top Right), Sapper Tim Ross (Bottom Left) and Sapper Tom Meyer (Bottom Right) from the 3rd Combat Engineer Regiment (3CER) 2009.

This is commendable. It is also acknowledged that changes needed to be introduced very quickly – given the very serious nature of some of the problems PtC sought to address, such as those described in the Defence Abuse Response Taskforce (DART) Report.[31] However, at the end of the five year PtC program, there is now a chance for Army to catch its breath, and reflect more deeply and strategically about how it approaches gender issues in the longer term.

Train hard, fight easy

Although many positive steps have occurred, this paper takes the view of 'train hard, fight easy:' There is more to be done. There are five reasons:

1 Firstly, equity and diversity issues, and how they are managed, can impact upon morale and trust within teams. Army capability depends upon strong and cohesive teams.

2 Secondly, while acknowledging that PtC and subsequent structural initiatives were a necessary first step, there is now the opportunity to address the longer-term nature of genuine cultural change. The developments in gender studies that have occurred over the last 40-odd years, outlined in Part II of this paper, present important new concepts and worldviews that influence today's society. Achieving genuine equitable workplaces and a gender-aware lens on the operating environment requires greater engagement with these issues. Engagement does not mean agreeing with or liking all perspectives on gender, which vary and are subject to ongoing societal debate; rather, it means making some attempt to be aware of the discussion and the different perceptions shaping our collective future. It is this awareness of different perspectives, and perhaps accompanying greater tolerance that they exist, which will deliver the necessary groundswell shift and allow Army to build a formidably stronger team culture – and reap the benefits of doing so

3 Thirdly, the emerging field of masculinity studies and perspectives of the modern man have been neglected in Army's approach thus far. This leaves substantial gaps in Army's understanding of the entire gender dimension and, therefore, limits the capacity to develop robust solutions

4 Fourthly, gender is not a static issue; over 2020 to 2050, it will continue to influence Army's internal and external environment – in ways which are perhaps more significant than have been seen to date. Gender studies finds that both genders are limited from reaching their potential by rigid, culturally constructed gender identities. Freeing people from these shackles could unleash incredible human capacity, not only among individuals but also through teams, communities, societies and institutions everywhere. These changes could be regarded as a meta-trend which will bring wide-ranging effects. Rather than responding to such shifts from a reactive stance, there is an opportunity for Army to get on the 'front-foot' for operational advantage

5 Fifth, to be explained further in Chapter 2, female participation in violent extremism is on the rise. It is not inconceivable that over 2020 to 2050, the Army may face female-led or female dominated adversaries who will likely operate in different ways. There is a need for 'eyes on' this development and for associated planning to occur, to improve preparedness

Purpose

'Teaming,' seeks to provide Army with a deeper understanding of gender issues and how this may influence the world of 2020 to 2050, so as to empower Army leaders and strengthen teams at all levels.

Scope

Due to size/time/scope issues, *Teaming* unfortunately excludes examination of the GLBTIQQA dimension, which has its own unique complexities. It must be highlighted that this gender analysis is incomplete without the GLBTIQQA component. Also, the notion of 'intersectionality'[32] cautions that individuals cannot be understood by one category alone – that issues such as gender, social class and race all 'intersect' – yet scope prevents a full intersectional analysis.

Another limitation to flag is that *Teaming* is not a policy or solutions document. Rather, it aims to prepare decision makers to develop such policy or solutions. It could be compared to a 'Joint Intelligence Preparation of the Battlefield' (JIPB) or 'rich picture' of the basic gender theory which, excluding GLBTIQQA, applies to up to 89% of the population. (GLBTIQQA statistics are discussed further in Chapter 3).

It deliberately seeks to penetrate beyond superficial discussion, to demonstrate the wide scope of the issues involved and to pose some new ideas to stimulate debate. It is hoped that this synthesised 'Resource Document: Version 1.0' will provide Army leaders with some of the information and foresight they need to design an Army with a structure and culture matched to the security environment of 2020 to 2050.

Land Force focus

To keep the scope of this discussion to a manageable level, the paper focuses on how these issues affect the Land Force component of the Australian Defence Force (ADF) – the Army. This is because it is the Land Force which is predominantly responsible for interaction with people in Operational Environments (OE). With the increased trend towards 'war among the people,' the Australian Army's capacity to accurately and sensitively read complex and evolving human environments is now of heightened importance to mission success. Also, Army is a 'people-based' capability; therefore, the ability to lead and create High Performing Diverse Teams (HPDT) is absolutely crucial. Teamwork is a capability requirement sometimes overlooked in the focus upon technology, equipment and vehicle platforms.

Approach

Uneven treatment of 'male and female' issues

In different sections, the discussion about men's and women's issues is not evenly matched. This is because the intention is to introduce new material to the discussion – to bring 'unknowns' to the surface, without reiterating the 'knowns' too much. For example, Army already knows a lot about male perceptions of leadership and teamwork, but less on women's unique emerging views on this. High-level statements on 'diversity' and 'inclusion' are abound, but less has been written on the 'nitty gritty' of applying this in the day-to-day context of small team environments. Similarly, the ADF has already spent much effort addressing sexual crimes and misconduct, and how this

impacts women, but there has been less discussion about the conceptual background that both women's and men's studies have brought to the world. There is already much literature on Women, Peace and Security (WPS) but far less on how Army force structure, strategic, operational and tactical approaches shift to address these issues.

Quotes

Approximately 20 serving members of the Army were consulted in drafting this document, and some of their quotes are presented throughout the document in green text. This is not intended to represent formal research on the attitudes of Army personnel, but rather to provide an initial glimpse into the range of views that exist, to inform the discussion and to help convey meaning. Nonetheless, this informal sampling might usefully inform the direction of any future, more rigorous research.

Approach – informed by neuroscience

To be a 21st Century thinker, means taking account of the new, and sometimes startling, insights that are emerging from neuroscience about how humans really think and make decisions. (Box 2) To do otherwise would be regressive.

Box 2 How do humans really 'reason'?

Real reason is: mostly unconscious (98%); requires emotion; uses the "logic" of frames, metaphors, and narratives; is physical (in brain circuitry); and varies considerably, as frames vary.[37]

It is now understood that people's values, identity, beliefs and worldviews exist as a wide network of interconnected neuron pathways, sometimes called 'deep frames,' which influence behaviour at the subconscious level. People learn and perceive – and thus build new neuron pathways – through multi-layered processes.

- **Senses.** Activating as many human senses as possible, ideally at the same time, fast-tracks the neuron-building process. These are sometimes called pre-cognitive processes.

- **Metaphors.** Using metaphors allows the mind to leverage off existing neuron neuron-pathway structures.

- **Emotions.** Once considered as irrational, 'emotions' are understood to be intrinsic to decision-making; they allow a person to 'feel' which choice is best.[38]

- **Story.** Antonio Damasio coined the phrase 'movie in the brain' to describe the way in which the unconscious mind collects a range of images, emotions, and concepts and presents them to the conscious mind as a 'story'.[39] Thus, humans inherently conceive through narrative and story structures. In business and academia, the power of storytelling is making a resurgence.[40 41 42 43]

- **Art, music and imagery.** Art, music and imagery engage human sensory and affective dimensions, and are more able to interface with the subconscious.

- **Group learning and dialogue.** Social identity is a key part of a person's 'worldview.' For a range of psychological and survival based reasons, people feel safer when they undergo philosophical enquiry as part of a group. Activities which allow easy dialogue and safe, yet honest conversation can amplify learning.[44]

Collectively what this research tells us is that when dealing with complicated ethical and social issues, facts-based information can fail to communicate meaning.[33] Phrases typically seen in policy documents, such as 'create an equitable work environment' or 'treat others with respect' assume that people automatically 'know' what this means and only need to be told to do this. The reality of gender equity is much different; people are affected by deeply entrenched world views, often held subconsciously.

'Deeply entrenched world views, often held subconsciously'. It is worth pausing to understand the significance of this problem statement and consider what it means for how gender issues are approached. It suggests that people require an immersive education experience, not merely training. People may need the chance to critically examine where their long-held beliefs came from, to see how they were formed and if they are still true. An example of such a belief could be the idea that women are not suited to being decision makers in the socio-political world.

The 'subconscious mind' part of the problem might, initially, seem a more daunting task. However, fortuitously, as neuroscience helps us understand the problem, it also guides us on how to solve it. Ironically, many of the 'solutions' which neuroscientists are discovering are not new at all, rather they are the same sorts of sense-making methods used by humans for over 40,000 years. They include: storytelling, philosophy (examining how we think and know); the use of imagery, art; metaphors, and discussing complex issues in groups.

The good news is that the human brain is purposely built to rewire itself in response to new signals from the external environment. [34] [35] It is perhaps the human beings most important survival mechanism – the ability to cognitively upgrade, as required. This is why storytelling, listening, thinking and 'thinking about how humans think' is such a rich part of human culture – it is how we survive. However, to survive, the human needs constant fresh and accurate feeds about its environment, and it needs tribal structures that can hear, interrogate and integrate that knowledge.

Accordingly, while this document reports academic research from a wide variety of fields, (the new feeds from the environment); it also tries to balance this factual data with some storytelling techniques such as: more creative language than might appear in a policy document, the use of case studies, quotes and imagery. It also flags that the general 'remembering' about the value of creative and cultural methods that is occurring now, late in a highly technological era, has already been successfully used to help Army's ill and injured. Likewise, this approach might also usefully inform Army's present Cultural Renewal undertaking.

> *Arts and culture…bring value to individuals and society by creating the conditions for change; a myriad of spillover effects that include an openness, a space for experimentation and risk-taking at the personal, social and economic levels, an ability to reflect in a safer and less direct way on personal, community and societal challenges, and much else. (Report: Understanding the Value of Arts and Culture)[36]*

The 'Jump in the Sewerage Pit' tactic

'Jumping into the Sewage Pit' means being fearless about going into uncomfortable places, so as to be to shed light on difficult issues. At times, the 'Jump in the Sewerage Pit' tactic is used to confront issues like violent pornography, for example. Yet not doing so – silence – in these areas means that dangerous sub-cultures, like the one revealed in the Jedi Scandal, are more able to flourish and fester. Silence helps predators exploit areas of greyness – around workplace touching for example. If leaders do not do this, if they shy away from grubby or awkward problems, individuals are left to struggle with the impacts of these knotty unsaid issues, impacting teams and performance.

Another aspect that may be challenging is the descriptions of various perspectives found within the 'women's equality' movement. For example, this includes analysis and critique of white male hegemony and discussions of Michael Kimmel's 'angry white man' hypothesis. This may, understandably, be difficult for 'white males' to read. The use of such labels can be counter-productive and destructive. Yet, such perspectives are described, not endorsed, to allow Army leaders greater situational awareness. Leaning into discomfort now, could bring rewards later – such as being better prepared to manage the sorts of human dynamics that may feature over 2020 to 2050.

Overview

The information is set out as follows:

- **Part I: The Strategic Context.** This section reviews the external environment using a gendered lens. It considers firstly global trends, then the military operational environment
- **Part II: Cultural Context.** Part II describes the insights from gender studies. This includes general insights, then aspects particular to women and men
- **Part III: Implications.** Part III considers the implications of a gendered lens on firstly Army's approach to teamwork and leadership and, secondly for Army strategy and capability requirements out to 2050

The long view

There are many challenges on the security horizon. Given this, it is my own view that women cannot let another day of the 21st Century go by being bystanders in the design and shaping of the world's future. Women in the security sector must step up and help shoulder the burden of working through the difficult reconceptualisation, planning and decision making that lies ahead. Women may be the force which brings the fresh ideas and new solutions that the world needs.

For men, they also may be surprised to find that they too are shackled by gender stereotypes and, likewise, that they have not reached their own potential either. The loosening of conceptual approaches that occurs when women contribute to security planning may help men to more quickly break out of entrenched ways of thinking and being which may no longer apply to the coming era. If both genders are able to unshackle and combine their talents at the same time, the result could be profound.

However, returning to ground and considering the realities of the current world, it must be acknowledged that while there is an increased global intellectual and ethical understanding of the importance of diverse teams and leadership groups, in practise, optimising their performance is not straightforward. Across Australian society, many are grappling with this very issue of how to make diverse teams or mixed-gendered groups work; how to create synergies; overcome cognitive biases and resolve the various areas of disagreement. Diverse teams can be a source of competitive advantage, if new talent and skill are accessed and energised, as Napoléon was able to do. However, if poorly led or the dynamics are not well understood, they can become a hindrance to individual and group performance.

The fruits of success will go to those who are brave enough to confront the difficult aspects and who have the perseverance and ability to develop solutions. Thus, the bold new world of unshackled talent and dynamic new ideas, which will enable the Australian Army to succeed

in 2020 to 2050, may rely upon efforts to create a cultural shift now. Army does have a head start – a highly sophisticated understanding of teamwork and leadership. It merely needs to expand upon and develop these concepts further to suit the changing world. If Army dares to take this on, aside from potentially significant operational advantages, there is also the opportunity for it reclaim its authority as the definitive expert on teams and leadership.

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PART I: THE STRATEGIC CONTEXT

Female Afghan National Police recruits at their graduation ceremony at the International Police Training Academy in Sivas, Turkey, 2015.

Chapter 1: Global Trends

Coup d'œil … correct judgement by the eye… in strategy amounts simply to the rapid discovery of a truth which to the ordinary mind is either not visible at all or only becomes so after long examination and reflection – Clausewitz[45]

Introduction

Globally, there is a discussion about the right sort of leadership and teams needed to manage the complexity that lies ahead with a general conclusion that 'diversity' is the answer. Particularly within Western society, there is also a multi-layered sub-discussion about the power of 'all-white males' within society. Amongst all this, another global meta-trend is the changing role of women.

Complexity and the changing nature of global leadership teams

Complexity

Analysts from disparate areas agree that the future Operating Environment (OE) will feature intense complexity, far more than experienced to date. The Army's Future Land Warfare Report (FLWR)[46] identifies five meta-trends: 'crowded, connected, lethal, collective, and constrained,' which may converge and amplify effects in numerous ways. In contrast, some Chinese Generals project an era of 'Unrestricted Warfare'[47] whereby the range of mechanisms used to defeat an enemy will not be limited to conventional military approaches but will include financial, trade, cultural and environmental tactics among others.

The US are now investigating how to intervene in the 'Gray Zone'[48] – "the space between war and peace" – so as to prevent conflict before it even starts. An entirely new discussion is emerging about climate, food, water, soil and other forms of human and resource security. Yet, another take on the future is IBM's declaration that the 'Cognitive Era' has begun, whereby the ability to make sense of vast amounts of data will determine who flourishes – that now it is all about who can outwit "challenges, competitors, limits."[49] The complexity is exasperated by the fading of many previously understood boundaries and categories that helped organise the human world – described by Ulrich Beck as 'Cosmopolitanism'[50] and Zygmunt Bauman as 'Liquid Modernity.'[51]

Teams and leadership for complexity

Linked to the issue of an increasingly complex, interconnected world is the discussion about what types of processes, teams and leadership will enable success in such an environment. This debate is occurring across multiple fields. For example, in academia it is about enabling interdisciplinary and even transdisciplinary research, while in public policy, the focus is on joined-up-Government or 'Whole of Government' (WoG) approaches. It is broadly agreed that teams need to be diverse or have the ability to integrate and work with other varied sorts of teams; yet, the 'how' of this is still not well understood. The rush is on to find answers – see for example Deloitte's approach – they have established the 'Deloitte University Leadership Center for Inclusion;'[52] developed concepts such as its *Six Signature traits of Inclusive Leadership*[53] and other related work, some of which ironically draws from US General McChrystal's *Team of Teams*[54] approach. Thus, the 'how' of creating inclusive, successful diverse teams is still relatively new intellectual terrain.

Narratives about 'white males'

The first and perhaps most difficult '*Jump in the Sewerage Pit*' moment of this paper now approaches: highlighting some of the debates around 'white males.' The use of labels has been found to hinder dialogue and cooperation between people;[55] thus, the term 'white males' is likely to be unhelpful in Army's aims to create cohesive teams. Also, much research on 'white males' or the 'hegemonic masculinity' concept, discussed in more detail in Chapter 3, finds that such a broad-brush category for all men is deeply flawed; it ignores the lived experience of many men which

does not involve privilege. Nonetheless, Army leaders are more empowered when they are aware of the varying narratives surrounding 'white males,' which can be grouped into four areas:

- Angry white men
- Anger towards white men
- Awareness of destructive types of hyper-masculinity
- White men who are aware of and / or are speaking up on equity issues

Angry white men

Masculinity researcher Michael Kimmel's recent book *Angry White Men: American Masculinity at the End of an Era*[56] is not directly transferable to Australia; however, it is still instructive of potential dynamics of 'white men' in the modern western world. He argues that there is a wave of rage among certain groups of white men in America: "an anger that knows no class:"

The gender gap – politically, socially, and economically – is as large as it's ever been. It's not "Americans" who are angry; it's American men. And it's not all American men – its white American men. This is a phenomenon so visible, so widespread, that were it happening with any other group (say, black men or Asian women), it would be discussed incessantly. But precisely because it is so ubiquitous, so visible, it has received hardly any attention.[57]

Kimmel examines the rise of lone white men conducting mass shootings, the revival of some KKK groups and some extreme views within gun rights lobby groups among others. He attributes this to the large number of white American men who grew up with American Dream expectations but have suffered under declining economic conditions, lost their jobs or other perceived rightful status and entitlements within society. He notes that from 1971 to 2011, real income in America declined by $6,000 and that during the Global Financial Crisis (GFC), 80 % of jobs lost were from men – equating to 5 million jobs. The negative impacts of larger forces like globalisation or the rise of agribusiness and closure of small farms, Kimmel suggests, has left men feeling humiliated and emasculated:

…the promise of economic freedom, of boundless opportunity, of unlimited upward mobility, was what they believed was the terra firma of American masculinity, the ground on which American men have stood for generations. Today, it feels like a carpet being snatched from under their feet.[58]

Kimmel notes that while statistically men do "still have the most power and control in the world, they feel like victims." Describing his appearance on a U.S. talk-show titled, '*A Black Woman Stole my Job*' Kimmel writes, "I asked the men to consider just one word in the title of the show: the word *my*. What made them think the job was theirs?"[59] Thus, he explains a deep-set sense of entitlement, explained further in Box 3, which makes current losses harder for white men to bare.

Think of it as if you were running in a race. You'd expect that everyone plays by the same rules – start at the starting line, and run as best you can, and that the fastest runners win the race. You'd bristle if some groups had a different starting point, were allowed to enter where they pleased, or were allowed to tie others' feet together – or if some people ran in one direction with the wind at their backs, while the rest of us had to run into a strong headwind.

It may be hard for white men to realize that, irrespective of other factors, we have been running with the wind at our backs all these years and what we think of as "fairness" to us has been built on the backs of others, who don't harbor such illusions as "meritocracy" and "fairness," who have known since birth that the system is stacked against them. The level playing field has been anything but level – and we've been the ones running downhill, with the wind, in both directions.

Efforts to level the playing field may feel like water is rushing uphill, like its reverse discrimination against us. Meritocracy sucks when you are suddenly one of the losers and not one of the winners. In fact, it doesn't feel like meritocracy at all…

Men may still be "in power," and many men may not feel powerful, but it is the sense of entitlement – that sense that although I may not be in power at the moment, I deserve to be, and if I'm not, something is definitely wrong.

From this, Kimmel argues that a new phenomenon, which he calls '*Aggrieved Entitlement'* has a powerful hold on the emotional climate of current day American men. *Aggrieved Entitlement* is "that sense that those benefits to which you believed yourself entitled have been snatched away from you by unseen forces larger and more powerful."[61]

Yet, he notes that while other forces have contributed to the decline of the American Dream, there is a tendency to channel anger towards 'political correctness' and women; minority groups; immigrants and others who are regarded as having 'stolen' white men's entitled privilege. Kimmel's thesis proved pertinent to the 2016 US Election.

Anger towards white men

At the same time, among some areas of global society (women, people of colour), there is increased disillusionment with 'all-white male leadership.' Regardless of the quality of the white male individuals, 'non-white males' may harbour doubts as to how well such a group can adequately represent the interests of the community at large or comprehend the full spectrum of complexity of the globalised world. This view has been consolidated through research in 'whiteness studies' and general research in racism and human rights, but also by women's studies which show that the stranglehold cognitive bias has in both men and *women* privileging 'white males.'[62, 63]

Among women, weariness with all-white-male leadership teams is reflected through phenomena like the widespread adoption of the slogan "*God, give me the confidence of a mediocre white man,*" originally coined by Sarah Hagi[64] or the growing popularity of the Tumblr website, *"Congrats! You have an all-male panel!"* created by Finish International Relation's scholar Dr. Saara Särmä.[65] A collage, created by Dr Särmä, of some of these Tumblr images in shown in Figure 2 below:

Potentially, part of the anger and disillusionment felt towards 'white men' is driven by the same dynamics which contribute to the 'Angry White Man' phenomena; that is, the negative impacts of forces such as globalisation, rising population and declining resources. White men were the conspicuous leaders and shapers of the world over the last century, being architects of processes like 'Colonialisation' for example. Thus, today's modern 'white men' can be convenient targets or scape goats for rage and blame about the ills of the modern world.

Awareness of destructive types of hyper-masculinity

There is a wider social understanding, among men and women, of a particularly destructive type of infantile or hyper-masculinity. This is seen in analysis of the culture in the finance sector which contributed to the Global Financial Crisis (GFC) involving low empathy and high risk taking,[67,68,69] and other male leadership dominated calamities, like paedophile networks; the Enron scandal; national level football club rape scandals; the Jedi Council disgrace and so on. It is likely Daesh are affected by a similar dynamic. Despite how confronting such analysis might be, a better understanding of the traits and flaws of *some* types of all-male or male-dominated leadership teams or cultures is essential for improved leadership and better outcomes for global society.

White men who are aware of and / or are speaking up on equity issues

It is important to draw a distinction between those people (both men and women) who are oblivious to these issues and those who are alert to these different discourses. Many 'white males' are now acutely aware of cognitive bias, white privilege, male privilege, barriers to talent and the value of diversity in confronting complexity. Many men are active in addressing and speaking up on domestic violence, like Michael Costigan, the CEO of the Tara Costigan Foundation[70] British actor, Patrick Stewart (see his articles and video clips in Annex B) and male Ambassadors for the White Ribbon Australia campaign who come from all spectrums of society, such as sport, media and law.[71] Ironically, some 'old white men' can be more progressive and supportive of women in the workplace than younger men or other women. People like previous Chief of Army, Lieutenant General David Morrison AO and Gaven Morris, the Director of ABC News have used their positions of power and influence to change the status quo (Figure 3).

Figure 3 White males speak out. Gaven Morris – the ABC Director of News[72]
(Image reproduced with permission)

> In 2014, 80% of interview time was dedicated to men. He seeks to change this to 50%.

> *I have nothing against white, middle-aged men. I am one. But a media that primarily talks to people like me simply does not accurately reflect the world any of us live in. It's unrepresentative, it's inaccurate and it's boring.*
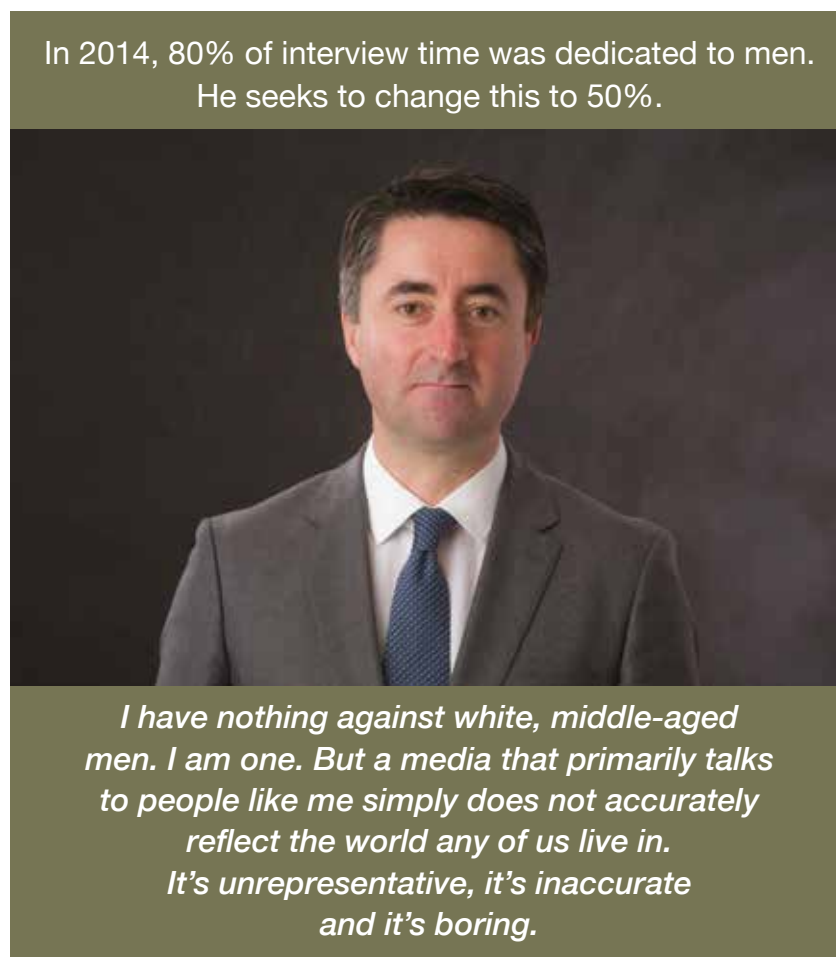
For a wide range of reasons, whether it be to prepare for complexity or due to a spirit of fairness, more people favour the idea of diverse leadership. Accordingly, over 2020 to 2050, as visually depicted in Figure 4, the world will likely find itself with new leaders, thinkers and shapers. These will increasingly comprise people of varied ethnicity, race, religion, sexual persuasion, age and profession. Focusing only upon gender, it can be expected that with more equal representation, women's views, priorities and approaches will start to shape and influence the political world.

Figure 4 Leaders, thinkers and shapers: then and now

A) *John Curtin Prime Ministerial Library. Records of the Curtin Family. Former journalist John Curtin meets the Canberra Press Gallery. (Known as The Circus) C.1945. JCPML00376/2. Image provided by courtesy of the John Curtin Prime Ministerial Library (www.john.curtin.edu.au)*

B) *Australian Minister for Defence, Senator the Hon Marise Payne, attended a meeting of Defence Ministers in Brussels to discuss progress in the coalition's military campaign to counter Daesh on 16 February, 2017. © Fred Guerdin ©Minister for Defence*

Women's empowerment

In 1929, Virginia Woolfe published '*A Room of One's Own*[73] which argued that layers of structural and cultural barriers prevented women from reaching their full potential. She predicted that women would not start reaching their full capacity for 100 years which, if true, would be in 2029. Was she right? Today, at the start of the 21st century, many women across the world are gaining a more solid sense of agency and control over their own destinies; however, there are also many others who are extremely vulnerable. There is also much evidence that potential is not yet fully realised (Box 4).

Box 4 Women talking and thinking in 2015

In mid-2015, Ms Shukria Barakzai, the President of the Afghanistan's Defense Committee of Parliament delivered an address at the Australian National University to an audience of several hundred people, almost all women. It ended with plea, delivered with a halting voice which held the unmistakable tone of fear…

"Please. Please help us. You just don't know how bad it is for Afghani women. I speak to you today on their behalf. Help us! Help us!"

The room was silent and intense with everyone wishing there was something they could do, but not knowing what. Standing at the back of the room, surveying the crowd of concerned faces, her pained words reverberated in my ears: *"Help us! Help us!"* I wished to immediately sit down with her and start talking tactics, strategy. *"How? What do you need? What are the best approaches over there?"* But she was soon gone and the day-long seminar concluded with a sense of collective powerless and an utter lack of structure to address the problems or even create ideas on how to solve them.

A few weeks before, I had attended another forum, 'Women in International Relations.' At this, prominent female academics spoke in defeated terms about their failure to get their ideas into mainstream International Relations journals or the wider debate. I asked them:

"Why don't you start your own Journal or Think-Tank?"

I was looked at by the audience as though I was an idiot, the speaker patiently explained to me,

"It's a question of research funding you know."

And so it is at the start of the 21st century. Academia, the business world and the wider community are full of women meeting in large groups, listening to women, talking about women's issues and worldviews. In addition, there are multitudes of very specific, micro studies such as the 'feminisation of agriculture' in South Asia[74] and changing attitudes to marriage among women in Papua New Guinea[75]. Collectively, all of this points to a change in women's roles and their level of agency, in myriad patterns and varying ways across the world. These vast, global networks of women thinking and talking together are expanding, while many women are already making an impact on the world.

Yet there are many more ideas fermenting, gestating, and waiting for the opportunity to sprout. Will such shoots break through the hardened soil of 20th century structural and ideological constructs? If they do, what type of plant might they be? Will they receive the institutional nourishment they need to survive? If they make it, how will such new ideas and approaches shape the coming era?

Consideration of these issues, and the follow-on 'so what?' analysis needs to be conducted because the signs are there that these new seeds will sprout. Additionally, there is a growing collective realisation that if the global community is to survive and thrive in a world confronted by increased security and resource challenges, that new shoots must sprout, and they must do so quickly.

Women – their conception of self is changing

A significant but hard to articulate phenomena at the present time is that of women starting to conceive themselves differently. Their self-identity is being transformed. Taking a longer historical view, the Enlightenment over the 17th to 18th Century introduced a particularly rigid notion of gender identity to Western society. Women were assigned the 'private' space – the home – and the qualities of being caring, emotional, irrational and frail. Men were assigned the 'public' realm and tasked to provide rationality and strength. Gender studies – and a desire to understand *'Herstory'* and well as *'History'* – highlight that this binary logic was deeply flawed.

For example, recent research found equality was the 'norm' in many hunter gatherer societies.[76] The mythology of many cultures depicts female archetypes associated with fierceness, power, independence and wisdom. Strong women, of varying character, have always been part of the mix in society. Consider Catherine the Great, Queens Victoria and Elizabeth I, and Cleopatra, for example. The stereotype of feminine frailty never matched stories of Australia's Colonial women. Thus, many women are now very aware of the falseness of this old binary logic and determined to eschew it. Songs like "Independent Women" (Box 5) and the recent trend of women embracing terms initially intended as insults, like #BloodyDifficultWoman[77], #NastyWomen or #ShePersisted as badges of honour illustrates this shift.

Box 5 Lyrics from 'Independent Women' by Destiny's Child (Extract) [78,79]

> *The house I live in, I've bought it*
>
> *The car I'm driving, I've bought it*
>
> *I depend on me, I depend on me*
>
> *All the women who are independent*
>
> *Throw your hands up at me*
>
> *All the honey's who makin' money*
>
> *Throw your hands up at me*
>
> *All lyrics are property and copyright of Destiny's Child*

From feminine frailty to feminine fierceness

It is increasingly understood that femininity does not necessarily denote weakness or masculinity strength; rather, that there are many sorts of strength: intellectual, emotional, ethical and physical. The notion of frail femininity is giving way to increased cultural comfort with strong women. In Australia, this is evidenced by girls and women increasingly playing aggressive or contact sports such as football, soccer, rugby, and roller-derby or participating in Spartan Chic type events. Women's AFL is the fastest growing sport in Australia.[80] Whilst girls of the 1970s and 1980s grew up with *Cinderella* and *Snow White* where damsels in distress are rescued by *Prince Charming*, today's girls watch *Frozen*, *Brave* and *The Hunger Games* where the lead character is a heroine who does the rescuing herself.

Changing status of women globally

Education of girls in the developing world

The number of girls from developing countries achieving at least primary school education increased by 5% from 1999 to 2010.[81] This trend is likely to increase given the increased funding allocated to this task by development agencies, who see how it contributes to the reduction of poverty and over-population. The relatively recent establishment of *UN Women* in 2010, who prioritise the empowerment of girls and is emerging as one of the UN's most dynamic agencies, is another push factor. Additionally, girls' education has gained increased prominence in the developing world as a desirable social outcome. This is seen in the high profile of girl activists – like Malala Yousafzai[82] who survived being shot by the Taliban for advocating for girl's rights to education and 15-year-old Memory Banda's success in having child marriages outlawed in Malawi.[83] Both girls are now fiercely working on behalf of girls throughout the Middle East and Africa.

The empowerment of women in the developing world

Across the developing world, there are thousands of programs in place to support the empowerment of women, such as micro-finance initiatives, literacy programs, leadership training and programs to bring women into the political process. The world-shifting potential of all of these types of initiatives, en masse, is described further by Kristoff and WuDunn in their book, *Half the Sky* [84] A snapshot of such activities in Afghanistan (Box 6) highlights the types of changes that are in motion now which, if conceived as millions of 'small efforts' happening on a very large global scale, may collectively add up to something more powerful.

Box 6 USAID 'Promote Women' program in Afghanistan

The USAID funded *Promote Women* program seeks to provide leadership training for 18,000 women, among other initiatives to assist women in health, education and security.[85] A unique security issue for women in Afghanistan is the wide-spread phenomena of 'street harassment' whereby when women leave the home environment, they are subject to men who "hiss, taunt, cajole and harass them in all kinds of inappropriate manners"[86] inhibiting their ability to participate in community and public life. Programs which seek to address this have used Islamic scholars, education and street theatre.

If successful, the ability for such women to increasingly participate in their societies is likely to have pin-ball effects in others areas – such as their ability to influence their communities and political decisions. Thus although 'street harassment' may seem a minor, low level security concern, addressing it can have longer-term strategic effects.

Existing women leaders

Aside from initiatives to empower women throughout the world, it is worth highlighting that there are already many prominent and influential women in areas where the Australian Army typically conducts operations and exercises, and that most of these are very active in mentoring, training and empowering other women. Examples include Queen Rania of Jordan; Sr Lorraine Garasu from Bougainville; Sharon Bhagwan Rolls from 'Femlink Pacific' in Fiji and Tara Chetty from the Fijian Women's Rights Movement, plus the women profiled in Figure 5 below. Such women often exert their social influence through women's networks, which may not always be easily accessible to men.

Figure 5 Influential women – examples
(Images reproduced with permission from Tawakkol Karman and Shukria Barakzai)

A) Yemen Tawakkol Karman	B) Afghanistan Shukria Barakzai
• Nobel Prize winner • The public face of the 2011 Yemeni uprising, part of Arab Spring • 'Iron Woman' • 'Mother of the Revolution'	• Minister of Parliament • Founder of 'Aina-E-Zan' (Women's Mirror), a national weekly newspaper. • 2004 International Editor of the Year

In the Pacific, in particular, there has recently been a dramatic increase in the number of women in politics:

> One only has to look at the striking example of the Pacific's Francophone territories – New Caledonia or French Polynesia – to see evidence of this. Within these French administered "collectivities" parity laws adopted in 2001 now require political parties to nominate equal numbers of women and men on their electoral lists.

> The result has been a significant increase in women's electoral representation rising from 17% to 46% in the Congrès de Nouvelle Calédonie and 12% to 48% in the Assemblée de Polynésie.[87]

Women's global networks

Aside from women leading within their own communities and nations, there are also many women's groups and networks seeking to connect and empower women across the world. For example, in the global business community there are summits like the 'Economic Forum for Female Executives;'[88] and the Global Women's Leadership Network[89] which seek to reach women from all sectors of society. At the political level, there is the 'Women in Parliament's Global Forum.'[90]

Thus, women are having an increased influence in the developing world and areas where Army has or is likely to conduct operations. They have also established many of their own global networks and discussion forums. The nature of women's leadership styles and their approaches to teamwork will be discussed in Chapter 4.

Leadership influence

In her book, Broad Influence: How Women Are Changing the Way America Works,[91] Newton-Small discusses the impact women have in politics and Government when they reach critical mass, at least 20%. One case she looks at is the US Federal Government shutdown that occurred in October 2013, which coincided with the time in which women's participation in the Senate had reached 20%. She describes their constructive role during this crisis:

> Women of the Senate [were] coming together during the government shutdown to reopen the government when none of the men would talk to each other.

> The women Senators also produced 75% of the legislation that passed into law at that time, plus made 11 policy changes to address the issue of sexual assault in the US military.[92]

Another case study Newton-Small examines is policing work, where she finds that women contribute in unique ways. For example, they were generally more approachable at crime scenes, which enabled witnesses to open up more often, and they were skilled in being able to defuse volatile situations.

Women, in a wide variety of fields, are starting to look at how things are currently being done and are coming up with fresh approaches; to name a few examples, this includes accountancy,[93] international relations[94] and security.[95] The point is, it should not be assumed that as women become empowered, that they will wish to keep doing things the same old way; in some cases, they may bring dramatically new ideas. Preferably, these ideas are delivered and received in a constructive way that benefits wider global and Australian society. Men are also being influenced by gender theory and, accordingly, are also now coming up with new approaches; for example, a male-led, mixed-gendered research team recently developed a feminist framework for studying glaciology.[96]

Vulnerable women

While women across the world are being newly empowered in many ways, at the same time, there are other women who remain highly vulnerable and still others whose vulnerability is increasing. The problem of male violence towards women manifests in different ways across the globe, but in some areas, is descending into a form of barbarism that threatens to undermine or potentially even unravel other empowerment gains. The examples of a two-year-old being raped and a five-year-old being gang-raped in India in October 2015 are suffice to illustrate the grizzly insanity.[97] Growing concern about women's safety in public places has spurred *UN Women* to launch numerous programs, worldwide, on the task of making cities, urban areas and general public environments safer; the aim is for gain or women to retain their freedom of movement.[98]

In the modern western world, domestic violence remains a serious problem (Box 7).

Box 7 Domestic Violence

The *Domestic Violence in Australia*[99] report found that while, during the period 2008-10, nearly one women was killed each week by domestic violence, in 2015 that number had increased to two per week. It also found that one-third of Australian women have experienced physical violence, and this was most likely to occur "at the hands of a male current or ex-partner." This scourge has wide societal impacts upon children, health, employment and the economy. The report attributes the reasons for domestic violence to:

> *Gender inequality, social norms and attitudes as well as exposure to violence, social isolation, relationship conflict, income, divorce or separation and the use of alcohol or drugs…alcohol is involved in up to 65 per cent of family violence incidents reported to police…* [100]

Australia's Police Commissioners, meanwhile, regard that the root cause of this is "a wider culture where vulgar and violent attitudes to women are common."[101] The modern phenomenon of violent and extreme pornography is one contributor to these types of attitudes, which legitimise unfair exercise of power and control. With arrays of complex reasons, it has also been found that the greatest growth rate in domestic violence in Australia is among young people.[102] For Army, the wider Australian culture and, in particular, trends among young people is of concern – as this is where future soldiers come from.

Despite these grim statistics, the good news is that there is now greater consensus on what approaches work – the key is changing underlying attitudes. Relationships Australia programs for violent men have seen success,[103] while the Australian Government's present Women's Safety Package[104] also focuses upon shifting attitudes and promoting 'respect.' Similarly, U.K. Police have used innovative You-Tube cartoons[105] to address underlying attitudes and assumed behaviours.

A key point to note is that 'cultural change' requires hard work on addressing underlying attitudes and worldviews, not just high level policy statements and structural change.

State collapse, climate change, over-population, resource scarcity, forced migration, an increase in human trafficking and, to be discussed further in Chapter 2, the increased phenomena of war among the people, render some women extremely vulnerable. Of concern is that these destabilising trends are likely to continue.

Chapter 2: The Military Operating Environment

Introduction

The changing nature of warfare and conflict zones in the present day has seen an escalation of 'war among the people' and the targeting of civilians in what were previously considered 'peaceful' or secure locations. Although this issue has already been analysed in depth over the last decade and has led to wide range of new military approaches, its significance and continued escalation demands that it is subject to even more rigorous thought. The future military operating environment will feature more women as civilian decision makers and key agents, more vulnerable women, more military women and more female combatants.

War among the people

Although exact ratios are disputed, it is generally agreed that in modern warfare the ratio of non-combatants to combatants being killed has increased since the early 1900s[106] from 1:8 to now 8:1. This situation disproportionately affects those most vulnerable, including women[107] and children.[108]

The reality of 'war among the people' is poignantly evidenced by the accidental attack upon Médecins Sans Frontières (MSF) Kunduz Hospital in Afghanistan. In late 2015, Dr Joanne Liu, International president of MSF, said that aside from the Kunduz tragedy where "our patients burned in their beds… [and] our colleagues had to operate on each other," that:

> …in the past three months, three of our health facilities in Yemen have come under attack… these tragic events reflect a breakdown in the long-established rules of engagement that govern how nations must conduct themselves in conflict settings.[109]

Increased 'war among the people' introduces other ugly factors: human trafficking, the unfortunate profitability of the global paedophilia market and slavery. The way Daesh and Boko Haram have treated women, such as using mass female hostages as bargaining tools or targeting the removal of their rights as a way of terrorising the population, means women and children may be central actors on some modern battlefields. In late 2015, when 234 female hostages were rescued from Boko Haram, at least 214 of them were confirmed as being pregnant.[110]

> I will sell them in the market, by Allah. I will sell them off and marry them off. There is a market for selling humans… I will marry off a woman at the age of 12. I will marry off a girl at the age of nine… Women are slaves. I want to reassure my Muslim brothers that Allah says slaves are permitted in Islam. – Abubakar Shekau, leader of Boko Haram, May 2014[111]

A recent UN report on genocide being committed by ISIS against the Yazidis in Syria highlights the different way men, women, boys and girls are treated. Men are mostly killed, boys indoctrinated as soldiers, older women killed, and other women and girls become slaves in a disturbingly well planned and orderly 'slave market.'[112] Yet, there is also the trend of combatants deploying with their families in tow, such as those joining Daesh in Syria and Iraq.

While stated ideology can be a front for other conflict motives, it is still of note that some violent extremists claim to fight battles over issues such as whether girls can attend school or what clothing women are permitted to wear. This agency and centrality of women's issues and women's rights in some types of conflicts must be factored into operational designs.

Child soldiers

There are intricate complexities related to dealing with boy soldiers[113] and the not commonly known phenomena of girl soldiers, which one study found from between one-tenth to one-third of known child soldiers.[114] The scale and atrocity associated with this problem demands more focussed

military attention, intervention and response. In the Angola War, one estimate suggests 10,000 boys and 30,000 girls were abducted over a 35-year period. In the 'Lord's Resistance Army' in South Sudan, child combatants are estimated to form 70-80% of the force, potentially because they are "easier to intimidate and control" than adults. This conflict is described as involving:

> …extreme brutality… sexual abuse, sexual, physical, and mental torture, unlawful arrest and detention, disfigurement and mutilation, forced cannibalism… [being] forced to carry out actions against family members or neighbours or face summary death by torture and mutilation.[115]

Women Peace and Security (WPS)

The issue of 'Women Peace and Security' (WPS) has been taken up by the Department of Defence and ADF who work to implement various UN Directives in this area. Dozens of practical examples (see Box 8) showing how a gender lens can aid operational effectiveness are described in these two documents:

- *'Whose Security? Practical Examples of Gender Perspectives in Military Operations*. 2015. Nordic Centre for Gender in Military Operations[116]

- *The cost of ignoring gender in conflict and post-conflict situations: A feminist perspective*. 2012. Amsterdam Law Forum, N. Puechguirbal.[117]

Australian Army officer, Captain Angela Durant, mentor to the instructors and officer cadets at the Afghan National Army Officer Academy, congratulates the "Top Female Officer Cadet", Lieutenant Najibi Sadaqat, at her graduation ceremony on November 3, 2016.

The Importance of Gender Insights in Military and Security Operations

- **Angola, 1994.** Lusaka protocol failed to consider needs of women and girls who'd been kidnapped by rebel forces, no one anticipated the post-war 'remasculinisation' of society which had severe effects on women

- **Tanzania 2000, Refugee camps**. It was decided that 'unaccompanied women' will be housed in bright orange tents. This assisted sexual predators to locate vulnerable women, leading to a sharp increase in sexual attacks in the camps

- **Liberia 2004-5.** Realisation that returning child soldiers would not be welcomed by either women or men in their old home villages

- **Iraq 2008.** American officials declare security successfully achieved. At the same time 40% Iraqi woman say their security situation had worsened

- **Haiti earthquake, 12 Jan 2010.** World Food Program (WFP) gave food coupons to women because they were less aggressive than the men but this was done inside a secure compound. The men simply waited outside the compound, and robbed or assaulted the women once they exited

- **Sudan:**
  - 2009-12. Realisation that Sudanese women played a key role in mobilising the community
  - 2010-11. Mixed gendered patrols needed in IDP camps where there was a high risk of rape or sexual assault and women did not feel safe seeking help from male soldiers

- **Kosovo, 2011-12.** Road-blocks prevented children getting to school

- **Lebanon 2013.** Sex-disaggregated data improved intelligence and operational planning

- **Afghanistan:**
  - 2010. If a male insurgent was killed, it was important to reach out to their family. Without a breadwinner they were vulnerable to poverty, starvation or manipulation by insurgent groups
  - 2010-2011. Women and children's sudden absence from streets may indicate the presence of a security threat
  - 2013. Female soldiers were needed to patrol female only shopping bazaars

Without repeating the vast body of knowledge and study that already informs this agenda, which the ADF is already involved in, it is worth briefly reiterating its importance and current status. Puechguirbal's paper not only highlights layers of errors and mistakes that occur when women are rendered invisible in conflict management, but she also expresses frustration at the wider global 'go slow' approach to addressing the WPS and Sexual Violence in Conflict (SVC) issues. She documents the continued use of the phrase 'we still have a long way to go' and proposes that it represents a procrastination strategy – a mask for failure to resource the initiatives properly:

> *'We still have a long way to go' is the catchphrase used by patriarchy to gain time, justify its opposition to change and lull feminist analysers into believing that real progresses are made.*[118]

Additionally, it is far from clear that Western forces are addressing gender issues in the most constructive way. Recent critique by Iraqi women, for instance in the book, *What Kind of Liberation* by Nadje Al-Ali and Nicole Pratt, is highly critical of 'imperialist feminism' and explains how this served to undermine women's progress in Iraqi culture. When local women's empowerment issues became associated with western cultural domination, it resulted in a back-lash. The rhetoric of 'liberating' Iraqi women is regarded by these authors as being merely a way to help justify the

war and emasculate local Iraqi men. The loud declarations about 'saving middle eastern women' ignored local initiatives that had occurred since the 1940s and politicized and misrepresented Iraqi women's aspirations, while removing their sense of agency. The authors provide many other important insights, like the devastating effects sanctions had upon women, prior to the war. The problems described by Al-Ali and Pratt inevitably partly relate to the lack of genuine gender expertise in coalition forces, and at the political level, in the early phase of the Iraq war. Overall, WPS and SVC issues are likely to remain an enduring reality of the future operating environment with increased societal pressure to address these problems, and with a greater level of speed and sophistication. Deeper insights into these dimensions are provided by reading memoirs of women in recent conflicts, which show 'war from the inside' and shed new light on how military strategies and tactics can be improved. Two good examples are:

- Fawzia Koofi : *The favoured daughter. One woman's fight to lead Afghanistan into the future.*, 2012, Palgrave Macmillan, New York.

- Leymah Gbowee. *Mighty be our Powers*. [Liberian Civil Wars] 2011, Beast Books, New York.

OP FIJI ASSIST Australian Army soldier Corporal Pip Finlay meets women from Vuna Village on Taveuni Island, Fiji, 2016.

Recent military operations and the new roles of women

Over the last two decades, the operational need for 'Gender Advisers,' 'Female Engagement Teams' (FET) and other variants has emerged. The use of such capabilities has had mixed results. For example, the US *Lioness* program was flawed in that in some cases, it selected women who had deployed into the Area of Operations (AO) in non-arms corps functions, (such as mechanics or cooks) and then attached them to Marine and other combat units without providing them adequate training. This meant when such women became caught up in fire-fights, they could not use some of the crew-served weapons and also did not understand the Marines version of patrolling, which differed from that taught in basic Infantry Minor Tactic (IMT) training.[119]

Another problem was that in 2010, FET were withdrawn due to US Congress concerns about the 'women in conflict' rule being transgressed. Later, FET were permitted to go ahead, but only if women returned to major military bases every 45 days, a requirement that increased risk exposure.[120] Other mechanisms were highly successful. The ADF made minor experimentations with this idea. Analysis is now required as to whether the Australian Army needs to develop an FET-type capability and to learn from these experiments in the field.

More broadly, the conflict in the Middle-East has seen Western Armies deploy more women in combat zones and a variety of frontline roles than has been seen before. This should also provide some valuable lessons learned about what aspects of mixed gendered teams in operational environments are 'non-issues' and if there are any aspects that require more thought. It is not clear if this is captured within the regular 'lessons learnt' and operational evaluation processes.

The growth of women fighters

An interesting global trend is the greater number of women taking up fighting, in various forms. In the civilian world, there are increasing numbers of women participating in events like the world 'Ultimate Fighting Championship (UFC).' Some, like Ronda Rousey[121, 122] and Holly Holm,[123] have huge international fan bases. In India, women have been mobilised into small militia-style groups, called the 'Gulabi Gang,' who use force to protect women against domestic violence, sexual violence, street harassment and other harm.[124, 125] India has also seen a rise in all-women self-defence training courses.[126] Other global research has found that, alongside other approaches to sexual and domestic violence, teaching women to fight is remarkably successful and, therefore, should be considered as a valid, mainstream policy option.[127]

In the Middle East, Kurdish women have not only been a highly effective fighting force, but have also had a powerful symbolic and inspirational impact across the world. In an interview conducted early in 2017, Nesrin Abdullah, the spokesperson for the Kurdish women's defense units, advised that they intend to double or even triple the size of their units. Noting its publication on a Kurdish new agency website, which has at times been blocked by Turkish authorities, it's propaganda slant must be accounted for. Nonetheless, the interview provides insights into the ideology of the women fighters; Abdullah says:

> Our goal in this operation is to avenge all women, primarily the women massacred and sold by ISIS and the women of Raqqa that live under ISIS occupation. We have rescued 601 Êzîdî women and thousands of women and children in Raqqa from ISIS so far…

> … we are also waging an intellectual battle…. As the women of YPJ, [YPJ is Yekîneyên Parastina Jin, which is Kurdish for Women's Protection Units or Women's Defense Units] our goal is a mental and intellectual liberation as well as the end of ISIS occupation. Democratic culture and fraternal life should be deepened because we do not view the war as only the liberation of land. We are also fighting for the liberation of women and men. If this does not happen, the patriarchal system will prevail. In this sense, the liberation of Raqqa is also the liberation of society.[128]

Other examples include the female Afghan warlord 'Commander Pigeon'[129] and Joanna Palani, a 22 year-old Danish student with Iranian-Kurdish background. Palani claims to have killed 100 militants; rescued sex slaves from ISIS and that ISIS has issued a million-dollar bounty to have her killed.[130] On visiting the United Arab Emirates (UAE) in November 2016, the Duchess of Cornwall, Camilla Parker Bowles, was assigned an all-female guard unit (Figure 6).[131] The women are all members of the UAE Armed Forces, and incidentally, three of the women had also summited Mt Everest that same year.

Figure 6 Duchess of Cornwall, Camilla Parker Bowles visits the United Arab Emirates

Her Royal Highness with her all-female protection team during #RoyalVisitUAE, 2016. Instagram: @Clarencehouse From left to right: Shaima al Kaabi, Basima al Kaabi, Hannan al Hatawi, Nisreen al Hamawi and Salama al Remeithi. Earlier this year Shaima, Nisreen and Hannan also achieved the remarkable feat of conquering Mount Everest. ©Clarence House Clarence House is not associated with this research paper.

Daesh and women

More interesting is Daesh's approach to women. Even though Daesh promotes an ideology of extreme restriction for women, there are arguments from some scholars in this area that Daesh have also, at the same time, been able to tap into a female empowerment narrative,[132] elsewhere described as 'warped feminism.'[133] The cartoon in Figure 7 was drawn and circulated on social media by 20-year-old Aqsa Mahmood, a previous UK resident. She is now alleged to be the leader of the Daesh all-female al-Khanssaa brigade, which works to enforce Sharia Law. Her cartoon portrays western women as being shallow and materialistic, focused upon presenting themselves as a desirable sexual object, while in contrast, she presents allegiance with Daesh as having a noble identity and being part of a greater cause.

Figure 7 Aqsa Mahmood cartoon: Rejection of 'shallow' western women's identity[134]

The Report, '*Till Martyrdom Do Us part' Gender and the ISIS Phenomenon*,[135] explains that there are wide-ranging reasons why young western raised women seek to join Daesh. One of the 'pull factors' is sisterhood; but again, ironically, Daesh offers a sense of inclusion and of being highly valued and respected, see Figure 8:

Figure 8 Daesh: Inclusion and respect for 'sisters?[136]

This 'inclusion' narrative is evidenced by a male online recruiter's manner towards new female recruits:

> *U don't need to know Arabic there's plenty of Britani bros here... U can stay with me if u want. Until u get married… There's sisters coming every day…*[137]

Plus, the report's authors argue that the 'inclusion narrative' is backed up with action, giving it validity. For example, they describe Daesh's actions during the Jordanian hostage crisis in January 2015:

> *In broadcasting by Al-Bayan radio, transmitting to ISIS controlled territory, the group called for the release of 'our sister.' While there are a number of other key jihadist officials that ISIS could have asked for in exchange with al-Kasasbeh, the request of a female jihadist sent a very strong message; ISIS supports and holds dear its female force.*[138]

Of note in this report is the detailed analysis of ex-Melbourne resident, 21-year-old Zahra Duman, and her contempt for the West and active incitement of violence via social media. The below extract indicates the type of tactics that may be used by women and become more frequent in the future:

> *Zahra instructs her Twitter followers to, "Kill Kuffar in alleyways, stab them and poison them. Poison your teachers. Go to haram restaurants and poison the food in large quantities… Zehra often speaks of her own personal desire to perform violent acts…*[139]

Finally, the report warns that western counter-terrorism messaging has neglected females and their networks. As depicted in the ABC 4 Corners '*Soldiers of Allah*' documentary,[140] females are active in Daesh by acting as couriers and doing back-end work such as making suicide vests, while there is an increasing number of female suicide bombers globally.

In July 2016, a day-long seminar on '*Women and violent extremism: Myth and reality*' was held at the Australian National University.[141] This revealed a myriad of important insights such as:

- The increasing number of male and female Islamic Scholars approving women's active participation in jihad
- Female members of violent extremist groups undertaking fire-arms training including, accordingly to Dr Sally White, in Indonesia
- The trend of families migrating to Syria and Iraq to join Daesh, rather than individual men deploying
- The role of marriages in forming alliances among terror groups
- The extensive role women play in such groups by spreading propaganda through social media, in providing logistic support, managing finances, recruitment and smuggling weapons
- The power of women suicide bombers to firstly shame other men into action and also in their ability to get closer to targets and cause more damage – as they are generally treated with less suspicion than men

The vast expertise and depth of knowledge shown at this seminar will be important for the ADF to access and include in future strategic and operational planning activities. Overall, there was a general conclusion that the world is on the precipice of a period of growth in females becoming more active in supporting and conducting acts of violent extremism.

The rise or return of a female warrior identity?

It is not inconceivable, considering the trends described above, that in the 2020 to 2050 period, the Australian Army may face a female organised or female dominated type of adversary. The emergence, or return, of a female warrior type identity may pose an external threat, but also could be something Army harnesses from within its own society.

A female warrior archetype has existed in the history and mythology of many cultures. Overviewing some of this history helps shift perceptions about ways that women 'should' exist.

Ancient women warriors

The idea of 'Amazons' – a type of warrior women tribe – has for a long time been regarded as a myth. However, Adrienne Mayor's multi-award winning historical study, *The Amazons: Lives and Legends of Warrior Women Across the Ancient World,* draws upon new archaeological evidence; the historical, literary and artistic works of the Ancient Greeks; and other sources to help distinguish between myth and truth. She finds that:

The archaeological record proves beyond a doubt that hunter-warrior horsewomen were a historical reality across a great expanse of geography and chronology, from the Western Black Sea to northern China, for more than a thousand years.[142]

The Amazons are thought to have derived from the nomadic horse-bound Scythian tribes who roamed across the Russian steppe. Perhaps by necessity, the Scythians were highly egalitarian people. Their lifestyle demanded that everyone, from the age of 10 and above, could hunt and fight (Figure 9).

Figure 9 The Scythians

"A reconstruction by Cernenko and Gorelik of the north-Iranian Saka or Scythians in battle (Cernenko & Gorelik, 1989, Plate F). The ancient Iranians (those in ancient Persia and the ones in ancient Eastern Europe) often had women warriors and chieftains, a practice not unlike those of the contemporary ancient Celts in ancient Central and Western Europe."[143]
(C) Cernenko & Gorelik, image reproduced with permission.

Analysis of burial sites, (Figure 10 below), reveals that ancient women warriors were generally between the ages 16 to 30 years old and lived between 300 BC to 350 AD.

Figure 10 Burial sites of warrior women – Eurasia[144]
(Map copyright Michele Angel, reproduced with permission)

● *Archaeological sites associated with warrior women.*

■ *Sites in shaded area: Akkermen, Bobrica, Bobrystia, Borysthenes, Chertomlyk, Cholodny, Yar, Elizavetovsky, Kobiakov, Mamaj Gora, Ordzhonikidze, Repiakhouvata Mohyla, Rostov-on-Don, Ternovoye, Tyras, Zelenoje.*

Not shown: Etrascna armed female burial and remains of warrior women in Cumbria, United Kingdom.

Their remains and the way they were buried indicate that these Ancient women had a serious role as warriors; it was not a side-line or 'sometimes' task (Box 9).

Box 9 The grave of a woman warrior – from the Fourth Century, BC.

Wounds from a battle-axe in the skull and a bent bronze arrowhead embedded in the knee. Obviously this warrior had died in battle. Two iron lances were plunged into the ground at the grave's entrance and two more spears lay beside the skeleton inside. A massive armoured leather belt with iron plaques lay next to a quiver and twenty bronze-tipped arrows with red-striped wooden shafts. Other grave goods included glass beads, pearls, bracelets of silver and bronze, a bronze mirror, a lead spindle-whorl, a needle, an iron knife, and a wooden tray of food. A typical Scythian warrior's grave of the fourth century BC. Except that this particular warrior was a young woman. She was buried in a kurgan (mound) on the northern Black Sea… We can guess that the woman in the burial mound was one of their best warriors.

Extract from: *The Amazons: Lives and Legends of Warrior Women Across the Ancient World,* by Adrienne Mayor[145]

The first reference to The Amazons was by Homer in The *Iliad*, who called them 'Amazones Antianeirai.'[146] Ancient Greek writings identify them as being located around the Black Sea region, as depicted in Figure 11 below. This is also where the most female warrior graves are found (Figure 10 above).

Figure 11 Scythian and Amazon locations[147]

(Map copyright Michele Angel, reproduced with permission)
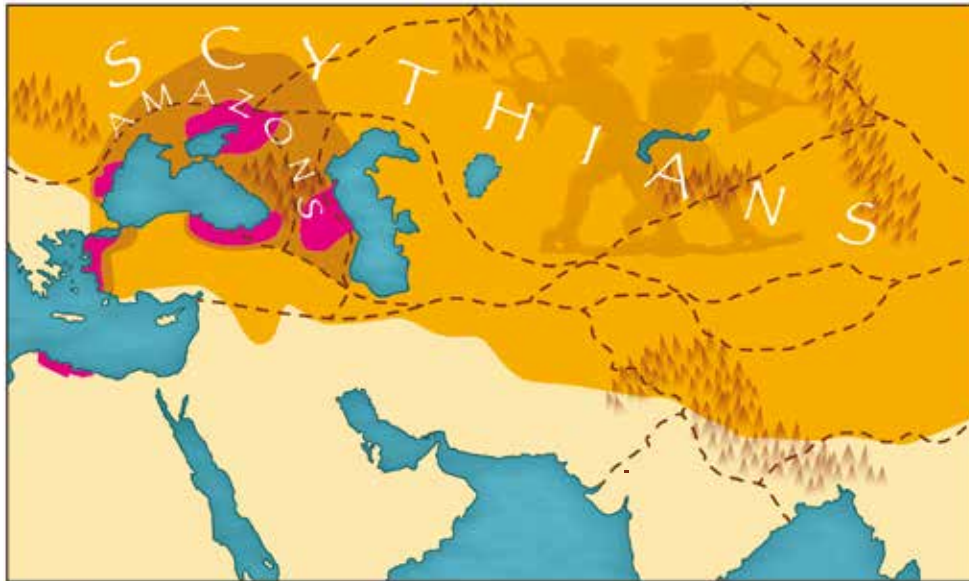
■ *Amazon strongholds in ancient Greek literature*

■ *Realm of warrior women in ancient Greek literature*

■ *Culture zone of nomadic steppe peoples known to the ancient Greeks as "Scythians"*

– – – *Migration-trade routes, which became the Silk-Spice Roads*

Mayor's linguistic analysis of the name 'Amazones Antianeirai' finds that it refers to a tribe distinguished by equality between the sexes. Other historical accounts suggest The Amazons, though mostly mixed gendered, were often governed by women[148] and may have been an all-female Army at one stage. The Amazons are frequently depicted in Grecian myths, artworks and customs; for example, young girls had dolls of Amazon fighters while Amazon women were depicted on marriage-related ceremonial items. While women in Ancient Greece may not have seen Amazons, the Amazons had a strong presence in Ancient Greek's cultural imagination. (Figure 12).

Figure 12 Amazons in ancient Greek Art[149]

"A Greek hoplite (foot soldier) fights an Amazon on horseback. The Greek wears a helmet and breastplate, and carries a spear and heavy wooden shield ("hoplon", from which his type of warrior derives its name) painted with a lion. The Amazon is shown in Scythian dress, with a tunic, trousers and a soft cap. She fights with a lance and carries a Persian-style light wicker shield slung across her back. Pictures like this were common in Greek art. The combat between Greek and Amazon symbolized the conflict between settled city dwellers and nomadic peoples. Note that, like all ancient riders, the Amazon warrior does not use stirrups." New York Public Library, Digital Collections, reproduced with permission.

Aboriginal Culture

Turning to Aboriginal Australia, there are many stories of strong women in Indigenous culture. Given protocols about who may tell these stories, I note that I do not have the authority to know or to convey any of these stories here. However, I can acknowledge that a rich source of knowledge and wisdom on the role of women in societies exists within Indigenous culture. I defer to those Elders who have the authority to share those stories, as is appropriate.

Celts, Irish and the French

Not far in time nor space from the Scythians or the Amazons, in around 60 AD, Queen Boudicca (Figure 13) united and lead an Army of 100,000 Celts who rose up against the occupying Roman force.[150] This was an era in which, in some Celtic tribes, women routinely fought.

Figure 13 Boudicca statue Westminster Bridge, London

Much later, in 16th century Ireland, came Grace O'Malley, a pirate who, while it is hard to distinguish between fact and legend, is alleged to have been:

> …the leader of 200 fighting men on a small fleet of ships and would fight alongside them… she would waylay passing merchant ships and demand a tax for safe passage – if they did not pay she plundered them…[151]

In the late 18th Century, women played a key role in the French Revolution and used violence to change the course of events. For example, the *Women's March on Versailles,* in October 1789, succeeded in demanding that the King return from his Palace at Versailles to Paris. The march occurred in very cold and wet weather. On the way, they knocked a man off his horse, killed and ate the horse and on arrival at the Palace, killed the two guards at the front.[152] Another event which

changed the course of the revolution, was Charlotte Corday's assassination of one of the key political figures, Jean Paul Marat. Corday claimed that "she killed one man to save 100,000." Historian, Alan Forest suggests that Charlotte Corday did more for the cause than General Wimffen's Army which was marching on Paris, but had twice retreated at the first sound of cannon fire.[153]

Australia's most famous war heroine is Nancy Wake, AC who parachuted into Nazi occupied France during WW2. A civilian in France at the time of the German occupation, Nancy got to work rescuing allied soldiers, becoming a self-taught and highly effective member of the French Resistance. It was fortunate that had a wealthy husband to fund her operations. She later approached the British Special Operations Executive (SOE) who, based upon her remarkable achievements in France, agreed to give her further training and employ her. This saw her help lead, equip and train the Maquis fighting force, a band of guerrillas based in France's mountainous regions. She was an active combatant among them and at one stage Nancy Wake was the only woman among a force of 7,000 men. While Australian's claim Nancy as one of their war heroines, it is worth humbly remembering that the Australian military did not initiate her training or employment.[154,155] In more recent times, women have employed violence as 'freedom fighters' or in acts of terrorism.[156]

There are more stories than can be told here, but the point is that this long history challenges the idea that soldiering is inherently a 'male' activity. The fact that the acceptability and existence of female fighters varies widely across history and different cultures points to the idea that the acceptability of female combatants is a cultural issue rather than a 'Law of Nature' (Box 10). It may be more accurate to say that it is a 'calling' that influences 'some' types of people regardless of their gender – in the same way that 'some' men and women both feel a 'calling' to be dancers or doctors. Like men, women's decision to fight is related to what may be at stake. A female warrior identity need not be perceived simplistically as a desire to fight, but also as a sense of responsibility to see security and fairness in the world, which might draw upon a 'fierce-Mother' type of ethic.

Box 10 Female warrior archetypes and historical figures

- **Archetypes and Mythology:** Athena the Goddess of War; Artemis the Hunter; Hua Mulan mythology in China; Pele, the Hawaiian Goddess of fire and volcanoes; Kali, the Hindu Goddess of destruction; Goddess Durga – the Hindu Supreme Being – who is armed with bows, arrows, thunderbolts and a sword. The Amazons. See the extensive 'List of Superheroines'[157] on Wikipedia

- **In popular modern film:** The Girl with the Dragon Tattoo; Nikita; The Hunger Games; Divergent; Mad Mad Fury; Joan d'Arc; Mulan (non-cartoon version); GI Jane; Game of Thrones; Wonder Woman

- **History:** Joan of Arc; Boudicca the Celtish Warrior Queen; Semiramis of Babylon; Zenobia of Syria; Trieu Thi Trinh of Vietnam; 'Commander Pigeon' of Afghanistan,[158] Nancy Wake, AC, GM of Australia

Thus, the historical record, plus the prevalence of female warrior or heroic archetypes and their current popular appeal, is testimony to the legitimacy of this type of female identity, who deserve a clear place in their national Army (See Figure 14).

Figure 14 Joan of Arc on the Rue de Rivoli in Paris

New women's voices on security and military strategy

There is a wide field of research on feminist approaches to international relations and security. This research was been pivotal in creating the conceptual framework around the Women Peace and Security (WPS) agenda, for example. It is also starting to influence some national security policies.

Sweden presently has an openly-declared feminist international relations strategy[159] which quite strongly departs from the present approach adopted by other European nations. The key difference is how it elevates the importance of human security above State economic interests. This is seen in Sweden publicly condemning human rights abuses in Saudi Arabia, despite this having negative diplomatic and economic consequences, including the suspension of trade deals and Saudi Arabia withdrawing its Ambassador.[160] Sweden has also recognized the state of Palestine, which caused similar diplomatic fallout with Israel.[161] The policy particularly focuses upon women's security. Margot Wallström Sweden's Foreign Minister explains:

A feminist foreign policy aims to respond to one of the greatest challenges of this century: the continued violations of women's and girl's rights – in times of peace and conflict. Failing to do so will ultimately undermine our overarching foreign policy and security objectives.[162]

Australian security policy, historically, has typically been less open to feminist security thinkers or those analysing the gendered (male and female) dimensions of conflict. This is likely due to a perception that such issues are not traditional military concerns, rather than outright rejection of the ideas themselves. It is also important to highlight that there is a distinction here between those women participating in the security field as general analysts or practitioners, who may be more accepted, and those who specialise in feminist, women's or men's studies. In 2014, media reports alluded to chauvinism within some areas of Australia's International Relations academic and policy world,[163] and while attitudes may have shifted since then, women's involvement in major security conferences and the authorship of major policy documents has still been low, almost invisible in some cases:

- **2016 White Paper**. No female authors, although women were consulted it was still criticised by Defence analysts for a superficial treatment of gender issues[164]

- **Public conferences**
  - 2015 ADF 'Joint Warfare Conference.' All-male speakers
  - 2015 Australian Strategic Policy Institute (ASPI) 'Army's Future Force Structure Options' conference.[165] All-male speakers
  - 2015 and 2016 Army 'Lessons Learnt' conferences *did* feature speakers from various ethnicities and women

- **2013 The Army's 'Future Land Warfare Report.'** Mentions 'gender' once, in relation to recruitment. Does not mention women.

- **2009 Adaptive Campaigning: Army's 'Future Land Operating Concept.'** Does not consider gender in reviewing the future security environment. A key word search does not find 'gender' or 'women.'

This situation parallels the other phenomena of low male attendance at women's security conferences, even when even the Chief of Defence Force, Air Chief Marshal Mark Binskin, AC is a keynote speaker – as occurred at the inaugural 'Women and National Security Conference' in April 2017. Unless there are more active efforts to integrate perspectives from these possibly diverging intellectual tribes, the risk is that documents, like the Defence White Paper, may suffer from not being able to access these emerging new ideas and approaches. The risk to the broader Australian community is of the development of security policy which is less attuned to the full nature of the future security environment. There may be opportunity costs when gender issues are treated as an 'add-on' feature rather than as something to integrate into strategic approaches and operational design. To counter this problem, Army may need to conspicuously ensure that the advice it is being given comes from a wide spectrum of advisers.

Below are examples of new thinkers. Some of the ideas listed are part of mainstream security discussions (David Kilcullen's work for example). Although there were belated attempts to incorporate them in the Afghanistan and Iraq Wars, that they did not influence the early US-led campaign design is now widely regarded as a strategic failure. Would more feminist (or non-traditional, perhaps 'critical') security and international relations experts at the strategic political decision making table have made the difference? Perhaps not, many male leaders, like US General Colin Powell, advocated extra resources for stabilisation operations and population protection, for example, yet were not heard.

- **State building**. *Dr. Benedetta Berti: The surprising Way groups Like ISIS Stay in Power.*[166] Berti explains the extensive and often effective State Building activities ISIS undertake. This contrasts to the US State Department's poor ability to provide basic services for people in Iraq, as depicted in the book, *We Meant Well.*[167] Analysis of this capability discrepancy may have implications for broader Australian security strategy

- **Corruption and crime**. *Professor Louise Shelley: Dirty Entanglements.*[168] Shelley's book, now three years old, shows the entwined and interdependent nature of corruption, crime and terrorism. She argues that dealing with one of the three will not allow a durable solution; that all three elements must be tackled concurrently. Other crime work finds links between terrorists and domestic violence.

- **Jobs**. US State Department spokesperson Marie Harf suggested jobs be part of the long-term solution for a Whole of Government (WoG) approach to tackling ISIS. Although this idea does accord with other security analysis about the role of the 'youth bulge', unemployment and conflict,[169] she was largely ridiculed for this idea in the media with a Twitter hashtag created: #jobsforISIS[170]

- **Narrative.** Narrative, social media and messaging are a key part of some modern conflicts, while the 'post-truth' era dictates this may become even more important. Has the ADF invested enough in this area? Research in framing and narrative finds that properly tackling this requires greater harnessing of external expertise in cognitive science, the arts and humanities.[171, 172] There are opportunities to link with local 'creatives' in areas of interest, so as to allow more effective communication with local populations. For example, in Yemen, where there is a strong oral communication culture, violent extremist groups have heavily relied upon poetry to recruit people for militant jihad[173]

- **Counterinsurgency operations (COIN) and women.** Megan Anderson's analysis of the US Army's COIN doctrine finds that it is shallow on considering how to incorporate women; addressing this could enhance COIN effectiveness[174]

- **Relations of Care (RoC).** The 'ethic of care' or the use of a 'care lens' is a conceptual approach, initially developed by feminist scholars, but now applied for widely across many fields of study. The 'ethic of care' lens has also been applied in feminist international relations and security research and informs the WPS agenda. However, the lens could be used by military planners to add further insights into population protection approaches. Fiona Robinson's 'Relations of Care'(RoC) construct[175] may be particularly helpful in operationalising the concept. She discusses how children, the elderly and disabled require 'continuous care,' while her RoC construct informs that 'caring' for people involves wide networks of relations, (not merely activities like providing an income stream). Thus, to enable secure, strong forms of human security, it is the RoC that need to be mapped, understood and protected

On these strategies, to return to a running theme, it is useful to compare them to the approach taken by Napoléon (Figure 15). Napoléon's reforms in education, government administration, justice systems and policing were major parts of his strategy. This included codification of the law plus things like, "a targeted training programme for future prefects and sub-prefects, magistrates and judges."[167] A new 'University of France' was given "the lofty mission of spreading enlightenment throughout Europe but also the duty to train new generations in the skills needed to run government."[168]

…despite its overarching military ambitions, therefore, it is misleading to indict Napoléon's regime for militarism, since the army was never allowed to exercise power autonomously. Indeed, it is more accurate to see the Empire as an exercise in state-building, in institutional reform and modernisation – a process that would leave behind monuments to administrative efficiency which many in the nineteenth century would seek to emulate.[178]

Additionally, on influencing public opinion, Napoléon's:

…adroit manipulation of the news and his command of propaganda were arguably as significant as his skills on the battlefield. Already he was demonstrating a command of words and an appreciation of the importance of heroic images that would not have shamed a political leader of a much later and more media-conscious age, a capacity to choose a telling phrase, or spin a story in a particular way that was guaranteed to capture the public mood of the moment. His sense of the popular pulse rarely deserted him…

Notably, once he was established in power, he would manipulate both the arts world and the media, setting the topics for art competitions, leaning heavily on journalists, or restoring the monopoly of the French book trade. For a man who claimed in his youth to be a true son of the Enlightenment, he would show a powerful desire to control expression, and he took little interest in encouraging free speech.[179]

Figure 15 Napoléon Bonaparte

Of course, none of these strategies were without problems. Some population groups harshly received them; however, this must be understood in the context that such impositions followed the ten dreadful and bloody years of the French Revolution. From an Australian national security perspective, less so an Army perspective, it is timely to examine such approaches when considering the current quagmire, lawlessness and state failures in places like Syria which allow violent extremist groups to flourish. Napoleonic methods would not suit the globalised world, but the constructive aspects of his strategy might inspire 21st Century-apt versions.

New tactics needed

Returning from the strategic or National level to the Army, overall, this chapter highlights a range of socio-political changes which may have implications for Army's tasking over the next few decades. Without completing a full military appreciation here, an initial and example list of factors that would benefit from review follows:

- Child Soldiers:
  - Given they are often drugged, coerced and indoctrinated, how would these children be effectively rescued? Does there need to be some sort of signal given which alerts them to an operation coming in which will be safe for them to cooperate with?

- Slaves:
  - What intelligence gathering approaches are needed to better anticipate and interfere with slave markets?
  - How are slaves rescued in such a way that they are not killed?

- Women fighters and terrorists:
  - What are their networks? Motivations? How do they fight? Is poisoning an issue for the Army or for the police, (or both)? If so, are additional approaches and/or capabilities needed to address this sort of threat?

- Own troops:
  - What is the psychological impact upon Australian Army personnel – male or female – involved in fighting women or child soldiers?

- Women Leaders:
  - Who are the women leaders and what women's networks exist in the OE with which Army can constructively work to accelerate achievement of stable security outcomes?

- Sexual Violence in Conflict (SVC)
  - Can military intelligence be improved or greater utilised so as to identify incitement for SVC and aid other preventative strategies?

Part I: Conclusion

Overall, the discussion in Part I, while not exhaustive, reflects that there is a shift occurring in the role and status of women and that this will continue to reverberate over the 21st Century. On the positive side, many women are exploding out of old false and restrictive stereotypes and demonstrating their full range of human capacities. Present day serving women, who have undertaken what still might be considered a 'non-traditional' career choice, are part of this, especially those who have deployed in the last decade. Globally, women may have far more influence and power which may shape the way security is conceived and approached. They will be important agents to work with in military endeavours, not as the exception, but as part of routine procedures.

On the negative side, there are frightening trends in sexual violence in conflict, which mostly affect women. As the world faces the pressures of climate change, reduced resources, increased economic uncertainty and potential state destabilisation, aside from having security implications, such conditions could see particularly harsh impacts upon women. This possibility is hinted at by the treatment of women by Boko Haram and ISIS.

Army needs to be ready to interact with women in all of these dimensions.

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PART II: THE CULTURAL CONTEXT

Top left: The Australian Army women's Aussie Rules football player Corporal Rhiannon Busch breaks away from her opponent from local Melbourne side Kew women's Football Club during the ADF Aussie Rules National Carnival week held at Moorabbin Oval, Melbourne, Victoria, 2015.

Bottom left: Australian Army soldiers selected to play in the 2017 AFL national women's competition during an Australian Rules football training session at the Australian Defence Force Academy in Canberra on Friday, 18 November 2016. From left: Private Kate Lutkins from 2nd/14th Light Horse Regiment (Queensland Mounted Infantry); Lieutenant Clare Lawton from 4th Regiment, Royal Australian Artillery; and Private Heather Anderson from 1st Close Health Battalion.

Top right: Australian Army Rugby League player, Trooper Jack Blaine breaks away from the pack during the Inter-Service Rugby League competition between the Royal Australian Navy and Army, 2014.

Bottom right: The Australian Army team makes their way to the change room at half time during the Australian Defence Force Australian Rules Championships 2016 in Melbourne during April 2016.

Chapter 3: Insights from Gender Studies

Monument to Catherine the Great on Ostrovsky Square in St Petersburg, Russia

A great wind is blowing, and that gives you either imagination or a headache.
– Catherine the Great, 18th Century Russia

Introduction

Futurists assessing military strategy or future international relations issues do not often consider changes in gender identities and what impact this might have in the world. However, 'gender studies' is now a core discipline, like 'economics' or 'physics,' at most universities. This ongoing social movement, combined with a solid body of research and thinking in these areas, presents some important new concepts which are having influence and impacts across many countries and cultures. This is the 'cultural context' needed in order to firstly, create optimised work environments but also, secondly, to understand the cultural trajectories that may shape the future.

The understanding of gender has evolved from a simple black and white binary understanding of 'male-female' to the idea of gender fluidity. Different approaches include the idea that there is a spectrum between maleness and femaleness; to more recent disregard of the entire idea of depicting gender as a linear construct; and the 'gender similarities hypothesis.' These understandings point to an 'essentialist' human being. However, it is still widely agreed that the 'essentialist human' is heavily influenced by their cultural and social context. There are two types of cultural and socialisation influences:

- Legacy or historical notions of gender
- Modern day cultural depictions of gender

Ways of considering gender

Binary to whole person logic

'Binary Logic' is the practice of assuming men and women are opposites; this is now countered by 'whole person logic' which argues that both men and women are inhibited from being fully human by these gender-constructs. The 'whole human' is able to access a full range of emotions and behaviours as they wish (see Figure 16):

Figure 16 Binary versus 'whole person' logic

BINARY LOGIC		WHOLE PERSON LOGIC
Superior / Positive	Inferior / Negative	
Male	Female	Intense
Good	Evil (Garden of Eden story)	Smart Sad Gentle
Mind	Body	Fast-thinking Empathetic
Strong	Weak	Aggressive Demanding
Rational	Irrational	Patient Wise
Intellect	Emotion	Ambitious
Judgment	Compassion	
Public (Located in the 'public' world of Government, Business, education – outside of the home)	Private (Located in the 'private' sphere – the home)	
Active	Passive	The individual is a **whole person** capable of drawing upon different emotions and behaviours as suited to the context.
Aggressive	Submissive	
Wise	Naive / Innocent	

Gender as a multi-spectrum

The idea of two distinct categories of 'male and 'female' is now regarded as overly simplistic, with the reality of gender being far more complex and involving multi-spectrum dimensions as depicted in Figure 17 below. That is, a person's experience of 'gender' varies depending upon whether you consider their external expression; their mind; their heart (emotions) or their physical anatomy.

Figure 17 Gender as a multi-spectrum phenomena[180]
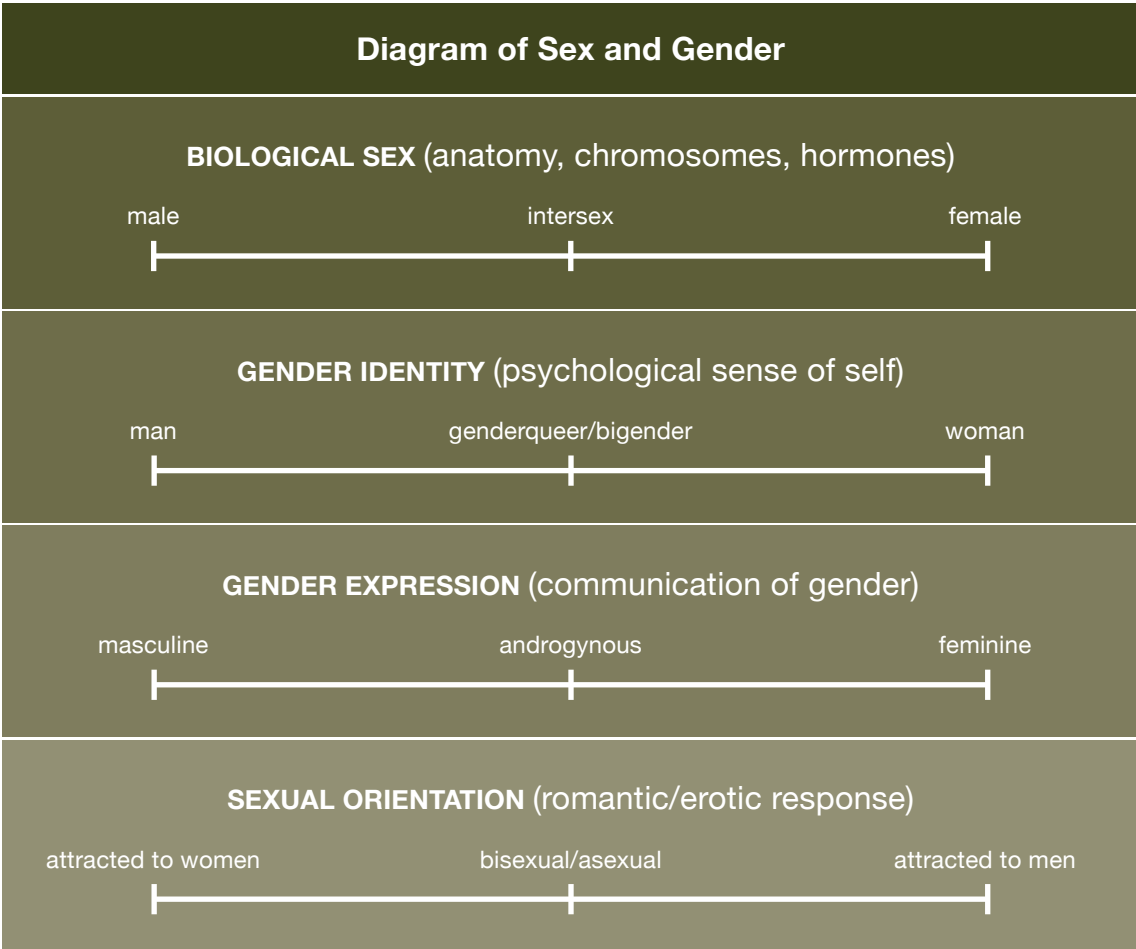
© 2009 Center for Gender Sanity www.gendersanity.com

Gender statistics

In terms of how many people sit outside traditional heterosexual gender categories, statistics are in flux and seem to vary by generational grouping. In Australia, the Human Rights Commission (HRC) relies upon Department of Health studies which find that 11% of Australia's population identify as LGBTI.[181] Perhaps reflecting reduced stigma, HRC also note that "the reported number of same-sex couples has more than tripled between 1996 and 2011."[182] A study on young people in the UK found that one in two young people perceive their gender identity as fluid. More specifically, for the group aged between 18 to 24 years of age, 46% identified as completely heterosexual and only 6% as completely homosexual. The remaining 49% saw their sexuality as "not fixed in stone."[183] As perceptions about human identity change, these figures may ebb and shift across time and generational groupings.

Gender differences – how significant?

Varying neuroscience and psychology specialists bring different insights on the 'gender difference' issue. At times, these insights might seem to contradict each other, however, it is not that simple. Some fields of study consider the 'internal dimensions' (intellect, psychological make-up) of the human being, while others focus upon the 'external dimensions' (the way someone might speak, express emotion or behave.) Complicating this further is that these dimensions interplay with each other, and other factors like age, socio-racial and cultural influences; all of this combines to create unique individuals.

The multilayered aspects of this issue inevitably forces Army leaders to grapple with two, seemingly contradictory issues, at the same time:

- **The danger of assuming people are different.** This involves applying traditional stereotypes, without considering if they are 'true' for the individual being considered. The risk is a leader who cannot 'see' the true person in front of them, including their merit, talent or weaknesses.

- **The danger of assuming people are the same.** This involves not taking account for 'difference' and the varied, and often 'gendered' ways individuals may either convey information, respond to information, express emotion or behave. The result is a leader with reduced ability to understand or communicate with their subordinates.

The varying insights on gender difference, from different fields are described below. While no cookie-cutter approach can be offered, my assumption is that the leader is always better positioned if they are aware of the complexity and variables, rather than ignorant of them. Such insights may help Army leaders and team-members expand their tolerance for difference and thereby better harness individual strengths.

Psychology

A 2014 study by Janet Hyde,[184] which sought to identify psychological differences between the sexes, concluded that the differences were so minimal and those that existed were very likely influenced by context, that such further study was not worthwhile. Hyde's study debunked many stereotypes: for example, differences in mathematical ability and the idea that girls are far more prone to relational aggression while boys are more prone to physical aggression.

The study found that, overwhelmingly, the data came out in support of the 'gender similarities hypothesis.' Pertinent to Army, it did find minor differences in leadership styles with "women slightly more inclined towards reward based approaches; males more inclined to wait till problems come up and more likely to engage in laissez-fair leadership." Hyde also found that comfort zone was important with "male leaders slightly more effective in positions consistent with male role; and female leaders more effective in positions consistent with female role." Both men and women were more effective leaders in different contexts.

Brain structure

Neuroscientist Dr. Daphna Joel's research found that there is no such thing as either a 'male' or a 'female' brain, rather that each individual has their own unique type of brain which is a mosaic of different 'male' and 'female' characteristics.[185] She argues that the brain is 'intersex' – not distinctly male or female.[186] The key difference between women's and men's brains, that Joel identifies, is that while the male brain is slightly larger, it also has larger ventricles (holes).

Brain chemistry

Specialists who consider brain chemistry reach different conclusions from Hyde and Joel's, described above. This 'difference' mostly reflects the idea that brain chemistry affects the human 'external' dimension, (the way people speak, express emotions and behave), but has less impact upon the 'internal' dimensions, (like intellect or psychological make-up.) Yet the situation is of course complicated by the inevitable interaction between the internal and external dimensions.

- *Brizendine: The Female Brain.* Although regarded as 'pop-psychology' by some, Louann Brizendine's book, The Female Brain[187] provides an introductory discussion on the issue of how chemicals, such as oestrogen and testosterone affects males and females at different phases in their lives. For example, it proposes that middle-aged men (in their 30s to 40s) are chemically driven to be focussed upon their status and 'position in the pack.' This leads them to wish to assert dominance over others. Women in the same age group, apparently, tend to be focussed upon creating a 'happy family' environment within their teams, so may view the status seeking activity of males as destructive to this aim. Meanwhile, a male may be furious at a female not observing what he perceives as status boundaries. Brizendine discusses other considerations such as the 'Mummy Brain' and the young male testosterone over-dosed brain, for example.

- *Holland: Moody Bitches.* A more recent contribution, in this area, is psychiatrist Dr. Julie Holland's book, *Moody Bitches.*[188] Holland's work draws upon her experience in treating patients, and like Brizendine's work, is designed for the lay-audience. In a straightforward manner, Holland describes the different chemical journeys undertaken by male and female brains and explains how this influences the way in which both genders navigate the world:

All brains develop along the same pathway in the womb, but things change for boys at eight weeks, once the testes become functional. With testosterone in the mix, a surge in the male sex hormone kills off many cells in the communication centres and grows more neurons slated for action, aggression, and sexual drive[189]

Men aren't built to be a sensitive as women. Women have more brain circuitry not only for expressing language and emotion but also for detecting emotional nuance and anticipating what others are feeling[190]

The connections between the areas of the brain that process emotion are more active and extensive in women. Women have nine areas devoted to this function, compared with only two in men. Women also have more bilateral processing of emotions in their brains, going left to right, right to left, connecting the analytic and emotional areas, whereas men tend to stay more within each hemisphere[191]

At first blush, the above quotes would seem to reinforce traditional stereotypes and dis-encourage women from serving in the military. However, the above insights must be placed in context with other emerging brain science research, some of which Holland draws upon. The work of

neuroscientists like George Lakoff; Antonio Damasio; David Eagleman; and Norman Doidge affirm that, when correctly interpreted, emotional, sensory and intuitive signals can enhance situational awareness and improve decision making. The ability to read nuances, atmospherics and pick up on subtle signals can be a vital skill in navigating complexity.

Holland particularly warns on an erroneous trend of characterising women's sensitivity and emotionality as a weakness that needs to be eradicated. She argues women's emotionality is a strength and a sign of health. For example, when a female journalist admits she bites her nails, Holland reframes her anxiety as an asset:

> *You have to be hyperaware to know what's a good story to cover, and perceptive about when and how to push certain questions during an interview. Also, I would guess you have some obsessive traits that help you stay organized and productive, leaving no stone unturned*[192]

Arguably, Holland's findings reflect two factors: the general (and erroneous) way 'emotions' have been regarded in the modern-era; (as irrational and irrelevant to decision-making); and her professional focus upon women. The story of men and emotions may not be as simplistic as depicted. Nonetheless, Holland's entire work has important insights relevant to optimising women's work performance, health and well-being.

Emotional expression

A distinction in the discussion of the different emotionality of men and women is made by neuroscientist, Antonio Damasio. Damasio[193] argues that the emotional functions of men and women are identical; the only thing that differs is the way emotion is expressed, with some of this attributable to cultural influences. Damasio would regard 'brain chemical influences' as not being the 'pure' emotional signal; but rather more like 'interference' or 'weather.' However, like Dr Holland, Damasio states that women are more emotionally expressive than men. Hence, if this is true, then perhaps it would be helpful if levels of tolerance about such differences were expanded.

Physical experience

It is also accepted that the experience as living in either the male or female physical form also helps to construct identity. This influence, depending upon social factors, can reveal itself in sport, physical labour and sexual activity. Thus, in uniquely contextual and culturally varied ways, the physical experience of being either a man or woman can subtly influence individual and social identity over a life time.

Cultural and social influences upon gender identity

It is widely agreed that societal and cultural pressures exert significant influence upon how both women and men conceive their identity, worth and ability. Cultural and social influences can be grouped into two categories: legacy/historical influences and modern influences.

Legacy or historical influences

'Legacy influences' here refers to the inherited and historical understandings of gender which still infuse and influence modern day society. Focussing upon western conceptions, two key discursive terms and concepts to understand are 'patriarchy' and 'hegemonic masculinity.'

Patriarchy

Patriarchy (see Figure 18) relates to the word 'patriarch,' which in Latin means 'rule of the father.' The dictionary definition relates to its historical origin:

> …a social organization marked by the supremacy of the father in the clan or family, the legal dependence of wives and children, and the reckoning of descent and inheritance in the male line; broadly: control by men of a disproportionately large share of power.[194]

Today, the term is used to broadly refer to legacy societal attitudes and structures which privilege male power. For example, the London feminist network defines patriarchy as:

> The term used to describe the society in which we live today, characterised by current and historic unequal power relations between women and men whereby women are systematically disadvantaged and oppressed. This…is most noticeable in women's under-representation in key state institutions, in decision-making positions and in employment and industry.[195]

In simplified terms, as Donaldson describes, patriarchy:

> …delivers the sense, before a man of whatever masculinity even climbs out of bed in the morning, that he is "better" than half of humankind.[196]

The term has been disputed for not acknowledging the nuanced nature of power in societies, that not all men have power over women and that in some cases, women have power over men.

Figure 18 Historic notions of western male identity

Harper's Bazaar, 1868, Gentlemen's Paris Fashions, Mid-Manhattan Picture Collection. New York (New York Public Library, Digital Collections, reproduced with permission)[197]

Portrait of two men wearing top hats, Sydney, ca. 1860s (National Library of Australia (nla.obj-136820375) reproduced with permission)

Hegemonic Masculinity

The concept of 'Hegemonic Masculinity' (HM) emerged in the late 1970s and, again, taking a general westernised view, refers to the idea that the social and political dominance of a particular type of heterosexual masculinity is the rightful and natural order. The word 'hegemony' emphasises that this dominance is achieved not by force, but by all members of society being convinced that this is 'just the way things are,' with certain male groups having a 'taken-for-granted' approach to assuming power over others. The entrenched nature of this power comes about because of the 'fish born in water' factor or, as Hearn explains, men are both *formed* in men's hegemony… and *form* that hegemony which also 'forms' women.[198]

The exact type of 'masculinity' HM refers to has been subject to extensive debate. Initial conceptions saw an idealised version of masculinity as being: white; heterosexual; tall; strong; physically invulnerable; autonomous – does not ask for or need help; highly skilled or capable; in power or in leadership roles; divinely decreed as the natural voice of authority and the rightful leaders of communities and societies; clever; tough; rational and un-emotive; conspicuously shunning any behaviours or interests that might be deemed 'feminine;' and especially, is defined as superior in relation to women.

Recalibrating the idea

Like 'Patriarchy,' the HM conception has been criticised for its simplicity and that it does not consider the great variances created by factors like social class, race or culture. There is now a general conclusion that no single, uniform notion of masculinity exists, but rather there are multiple masculinities that are ever shifting and morphing in response to broader social and cultural dynamics. For example, as Connell[199] discusses, in Ireland, ideas about masculine norms have shifted from conceptions of the celibate priest and the hard-working family man to market-oriented concepts, while in Mexico in the 1990s, a type of 'machismo' emerged which was interwoven with the new sense of Mexican nationalism. In Japan in the 1980s, masculinity became associated with the 'salaryman.' As Hearn, writes "any rigid, monocultural definition" should probably now be dismissed.[200]

With the idea all but dismantled as a concept, Connell suggests that the aspects that should be retained include the ideas that "hegemonic masculinity presumes the subordination of non-hegemonic masculinities" and that the nature of domination is through 'hegemony' or prevailing cultural acceptance. It is also now accepted that "gender is always relational"[201] and that "women are central in many of the processes constructing masculinities – as others; as schoolmates; as girlfriends, sexual partners, and wives [and] co-workers."

More recent, HM research reveals that its nature may be de-coupling from cultural anchors to emerge in new globalised forms:

> Globalization … opened the way to new coalitions among groups of powerful men. In the global arenas of transnational corporations, media, and security systems, new patterns of hegemony are being forged.[202]

While the complexities and nuances are acknowledged, masculinity researchers still caution on the dangers of any form of masculine identity which depends upon the subordination of other people. This, Connell writes, may involve a:

> …dehumanising of other groups and a corresponding withering of empathy and emotional relatedness within the self… [which] does not necessarily translate into a satisfying experience of life.[203]

The analysis of 'hegemonic masculinity' has led to new discussions about how the nature of human identity may be undergoing a profound shift. That is, as gender becomes dismantled as the primary determinant of "who one is," then identity may start to hinge on other concepts. It is acknowledged that these ideas will seem vague and difficult to grasp, and this is because the thinking about them is still morphing and forming. However, to capture a possible sense of "where next" for human identity, Hearn's reflections are helpful:

> *The very formation of 'people' as persons, bodies, individuals may be in the process of profound historical change. Rather than people being formed primarily as fixed embodied members of given collectives… people may increasingly appear to exist and be formed in social relations, spaces and practices between multiple power differentials.*[204]

Modern cultural influences: multimedia, video-games and pornography

While historic notions such as binary logic, patriarchal structures, and hegemonic masculinity influence modern day conceptions of male and female identities, the modern, western world has seen some new notions about gender identity emerge. Studies have found that the way in which males and females are depicted in multimedia, video games and pornography brings several high societal risks.

There has been much academic and public discussion about the way women are objectified and the sexualisation of girls in multimedia. Community outrage, for instance, about 13-year-old girls being presented in sexualised poses led to the New York Fashion week event banning models who were under 16 years of age.[205] This is a wide field of study, considering impacts upon male and females' body image and eating disorders, and how individuals can internalise messages from the wider media. For example, in the book, *Female Chauvinistic Pigs,*[206] Ariel Levy argues that the trend of 'raunch culture,' whereby women voluntarily present themselves as sexual objects, may not be an expression of empowerment, but rather a demonstration of girls internalising social messages about what 'ideal women' are like.

Acknowledging the enormous breadth of issues within the multimedia field, here the focus will be upon the messages about gender identity which prevail in video-gaming and pornography. This is because these are judged to present particularly high risks to Army's aim of creating an inclusive and cohesive team culture.

Video games

Analysis of video-game content finds that it consistently portrays males and females in particular ways and that the frequency of these messages may have an impact upon the gender socialisation process in society. For example, a study by Dill and Thill[207] found that one fifth of video games depict violence against women. To illustrate the prevalence of messages which glorify violence against women and present a "crass view of sexuality," they write:

> *In the Grand Theft Auto (GTA) series, which has repeatedly broken video game sales records, women are typically depicted as prostitutes and men as violent thugs. A male character can have sex with a prostitute, then kill her and take his money back… Female prostitutes, when hit by a male character, are programmed to respond, "I like it rough."*[208]

The study found that male and female characters were frequently portrayed as aggressive, while females were mostly sexualised and depicted in scantily clad clothing (see Table 1).

Table 1 Representation of male and female characters in video-games[209]

Depiction	Male Characters	Female Characters
Aggressive	83%	62%
Sexualised	1%	62%
Scantily Clad	8%	39%

Dill and Thill caution that children who are exposed to more frequent imagery that associates sex with aggression and violence – that "glamorize and sexualize violence" – are more likely to start seeing this as some sort of norm and become desensitised to its problematic aspects. Video gaming can be fun, social and develop skills (Figure 19), but it case also be problematic. For example, 'gaming addiction' has recently emerged as a new problem which can impair people's social skills.[210]

Figure 19 Video games – skill development and socialisation

Decoding pornography

Some pornography presents behaviour that is potentially dangerous to a woman's mental, physical and emotional health as an acceptable social norm. It is important that viewers have some ability to decode the images they are being presented because of its prevalence. For example, one civilian male advised a female colleague that he watched 'porn' every night after work; if he is doing this, imagine what sort of 'lens' he is bringing into work each day and the way this may impact how he views and interacts with his female colleagues?

A recent Australian study (limited to only 722 people) found that 43% of people had been introduced to pornography between the ages of 11 and 13 and that 85% of males and 15% of females regularly watch it on the internet.[211] Example materials that can help viewers to reflect upon the way women may be objectified and dehumanised in some 'types' of pornography include:

- **The book, *Pornland***[212] **by Gail Dines**.[213] This is traumatic to read. Dines distinguishes between what she calls 'normal porn' and what she terms as 'gonzo porn.' Gonzo porn refers to that which is particularly extreme, degrading or violent towards women. Her book reveals the ugly realities that occur to make 'gonzo porn.' Such as how and why women are forced to smile in activities they actually hate, and the effects participation has had on some women's health, such as awful physical affects and some needing to be admitted into permanent psychiatric care. Gonzo porn is shown to present activity, which in any other context, would be regarded as emotional abuse, physical assault or rape, but in gonzo porn is presented as being fun entertainment and an acceptable norm. She discusses the 'desensitisation' process that can occur to viewers, plus the impacts upon teenage boys and girls. Dines runs workshops with school children to find problems such as girls feeling pressured to participate in activities they fear, while young boys are reduced to tears when confronted with what gonzo porn tells them they need to do in order to 'be a man.'

- **The movie, *Inside Deep Throat.***[214] This movie tells the story of Linda Lovelace who starred in what is considered one of the first major pornography films of the modern era. It reveals that the scene she was depicted in *Deep Throat* was essentially a rape scene; she was forced to participate by a brutal husband who threatened her at gun point. Stuck in this abusive relationship, she was used by this man as his means to make money

Pornography – language analysis

Another tool to help people decode the messages sent by some sorts of pornography, multimedia and gaming activities is through drawing attention to the language used. For example, the persistent use of terms such as: "dumb bitches;" "stupid cows;" "filthy whores" (and worse not appropriate for this document – see Gail Dines work[215]) represents the language of hate.
The repetitive nature of such language continually presents women as being objects of derision and disgust, and it 'dehumanises' them – they are no longer people with personalities and attributes, but rather some sort of contemptible, horrible 'thing.' It also associates sex or intimacy with violence and degradation, rather than with mutual fun, love or care.

Impacts on viewers

Cognitive and neuro scientists now understand how the use of repeated language associated with imagery and emotional content helps to build and strengthen particular neuron pathways in the brain.[216] Without reflecting or decoding, there is a risk that when a person is frequently exposed to such language and images, their deep beliefs are influenced (Figure 20). That is, they develop strong neuron pathways which associate 'women' with feelings of anger, hate or derision. This becomes part of their unconscious deep beliefs and could be likened to a dangerous sort of 'software' package being installed in their brain. This is a belief system which works contrary to Army's values and aims to create cohesive mixed team environments. However, providing people with help in decoding these negative messages can reduce its impacts.

Figure 20 Multimedia can take some people into a new virtual reality

The power of a victim's testimony

Helpful for countering the 'hate' messages and desensitisation are the stories of victims. The film, *The Invisible War*[217] about sexual harassment and rape in the U.S. Army may assist to increase empathy and allow viewers a greater understanding of the impact such beliefs and behaviours have upon individuals. An example of the effectiveness of this approach is seen in the recent rape case at Stanford University where the victim's testimony created a global outcry.[218] The power of 2015 *Australian of the Year* winner, Rosie Batty's words against domestic violence is another example of the power of the 'truth' from the victim's point of view. Such statements and stories help people to understand that the type of violent and sexual crimes normalised in video games and some pornography, if played out in real life, have devastating consequences for individuals.

Gender and communication

Given that language can subtly frame and help perpetuate conceptions of female invisibility or inferiority, gender neutral language is becoming the preferred norm in Australian society. An excellent article on this issue by Baden Eunson[219] is listed in the Annex B resources list; however, some extracts and modified examples are provided below and in Table 2. There are other developments in this area related to pronouns which account for gender fluidity, such as the use of 'Mx' instead of Miss, Mrs or Mr; however, norms on this are still in flux.[220]

- **Spotlighting.** Drawing attention to a role adoption that challenges a gender role. For example, "male nurse," "Female RSM" or "male admin Clerk"

- **Differential naming.** Where males are referred to by adult titles, while females may be referred to by pre-adult titles. For example, "Colonel Brown, the *men* from 3 RAR and the *girls* from 3 CSSB are here to see you"

- **Featurism.** Featurism is where something such as appearance is focused on in women but not in men. This trivialises and demeans the contribution of women
  - *Outgoing Director, John Brown, gave his farewell speech, telling his colleagues there were no hard feelings, even for his enemies*
  - *In her farewell speech, Jane Collins wore a little black dress paired with a structure collarless blazer that featured sleeves in olive green*

Table 2 How to create inclusive language – examples[221]

FROM	TO
He or she can load the DVD	Load the DVD
The modern plumber knows that he cannot neglect the paperwork if his business is to thrive.	Modern plumbers know that they cannot neglect the paperwork if their businesses are to thrive.
The manager or his assistant …	The manager or an assistant …
A person who has in his possession such prohibited substances will in fact have broken the law.	A person who possesses such prohibited substances will in fact have broken the law.
man-made	artificial, synthetic, constructed

Voice of authority

Related to patriarchal and hegemonic masculinity notions is the 'voice of authority' discussion. This refers to the situation in the Western world where, for many centuries, the voice of authority (God) has been depicted as an older anglo-celtic male with a white beard, subtly reinforcing the idea that 'older white males' are the 'voice of authority' on Earth. This message has been challenged by those who note the existence of matriarchal cultures and previous worship of various significant Goddesses of Creation like the Inca's civilisation's worship of "Pachamama" (the Earth Goddess). In modern times, the point is disputed from a purely human rights basis.

Yet, because of the ingrained nature of the idea that men are the natural 'voice of authority,' some males, in interactions with women, subconsciously project these attitudes without realising they are doing so. These men genuinely – sometimes consciously, other times unconsciously – perceive themselves as superior in reasoning, intellect and existential status. This helps feed the mentality of *'male entitlement'* whereby some men assume they are 'entitled' to be right, to lead and to have their needs met at the expense of another.

Understanding the idea that males are 'naturally' the voice of authority is not true but merely a construct (developed by men), helps modern day women and men to be more open to the idea of genuinely equitable relationships.

Discrediting the female voice

Aside from cultural promotion of the male voice as the voice of authority, there is a parallel historical narrative which seeks to discredit and discount the female voice. Paula Michael's explanation of the origins of the word 'hysteria' is part of the discussion. She explains how 'hysteria,' now discredited as a medical diagnosis, was for a long time seen as a particular mental illness suffered by women due to their anatomy. Women were often treated for hysteria by having their ovaries or other sexual and reproductive organs removed. The term reflects a deeply entrenched idea that involves women being characterised as mad, hysterical and irrational when they talk due to the higher pitch of their voices and if they step outside the bounds of using an acceptable 'feminine' demure or passive voice. Recent public discussion on this issue highlights that there is now greater public awareness of the way women's voices can be discredited:

> *Amid a discussion about the culture of violence towards women, journalist Steve Price repeatedly interrupted and talked over Guardian columnist Van Badham. Their kerfuffle peaked when, to audible audience gasps, Price accused Badham of being "hysterical". Her rejoinder, that "it's probably my ovaries making me do it," exploded on Twitter.*[222]

Thus, it is important that Army leaders are aware of this dynamic and the particularly loaded nature of phrases like:

- Calm down!
- Stop being hysterical
- She's a mad bitch
- You're crazy… nuts…
- You're just naive (childlike)

These phrases are echoes of an historical tendency to discredit women's voices and are often used when women seek to assert themselves in difficult conversations.

It is worth reiterating neuroscientist Antonio Damacio's conclusion, discussed earlier, that while men and women are identical emotionally, women are more expressive. Additionally, in discussing how, why and when humans convey emotional signals and facial cues, evolutionary psychologists (John Tooby and Leda Cosmides) note that in the presence of adversaries or competitors, people seek to adopt a blank or neutral face so as deliberately avoid sending any information. On this, they hypothesise that:

> *…it may be that male-female differences in emotional expressiveness arise from an evolutionary history in which males were on average more often in the presence of potential adversaries.*[223]

Similarly, psychiatrist and author Julie Holland, warns on the dangers of 'medicating' women's emotions or seeing them as something which must be eradicated. She writes:

"Women's emotionality is a sign of health, not disease."[224, 225]

Thus, accounting for difference means acknowledging that women may often have a different style of expression, but this does not mean their message is invalid. When men strongly express a view, they may use acceptable ways of making their voice more forceful; however, when women do the same, it is important to accept their voice as it is, and not immediately discredit and discount it as 'hysterical' or irrational.

The idea that this is still a very contemporary problem is evidenced by Tara Moss's recent book '*Speaking Out.*'[226] This book is entirely devoted to the modern-day problem of women being heard and the tendency for their voices to be discredited, mocked or attacked when they do speak up. In the Army workplace, this can translate into ideas not being heard in the first place; women then feeling they need to speak more forcefully to be heard and, consequently, finding themselves accused of having poor communication skills.

I told my boss I had an idea on defeating terrorism and he ignored it or didn't seem to hear it – he just went on talking about something else. (FEMALE)

The absence of the female voice

Women's voices and unique viewpoints are lacking in wider society. This is seen in the low rates in which they appear in the media as commentators, their representation in politics and leadership positions, but also their absence in creative industries.

- **Global Media Monitoring Project**. In 2014, considering all news across the world, "only about 24 per cent of the people seen, heard or read about were female, a level unmoved from five years earlier"[227]

- **Hollywood film production**. Women directed only 7% of Hollywood's top 250 films in 2014.[228] Such findings have led to a range of new initiatives to address barriers to women in film.[229, 230] Accordingly, women's creative voice is likely to become stronger

- **#RoseArmy**. Actress Rose McGowen has launched a campaign against chauvinism within the movie industry, using the social media hashtag #RoseArmy. Her book titled *Brave* discusses misogyny within Hollywood and is shortly to be published with HarperCollins[231]

- **'The Bechdel Test.'** The 'Bechdel Test' is commonly used in popular media to indicate how women are depicted in books, films, comics and other creative story telling fora. The key test is to see how often at least two women talk to each other about something other than males

As women gain a greater voice in media and cultural industries, their unique voice and viewpoints may start to have a greater impact upon societies everywhere. An example of change in this area is Australia's 2017 *Tropfest* short film festival. Here 'gender blind' judging was introduced, which changed the number of female finalists from 5% in 2016 to 50% in 2017.[232]

Talking-time at work meetings

A study of 'who talks the most' at workplace meetings found that men dominated conversation 75% of the time. Women's voices were heard more when the meetings sought to achieve unanimous consensus rather than 'majority rule[233, 234.] This study team later published the book, *The Silent Sex: Gender, Deliberation and Institutions,* which unpacks this issue in more depth and may have relevance for Army's deliberative planning mechanisms.[235]

Prejudice and cognitive bias

The above described socialisation and cultural influences can impact people at the subconscious level, manifesting as 'cognitive bias' or, more overtly or destructively, as prejudice, which is depicted in Figure 21.

Prejudice. Prejudice is defined in the Oxford dictionary as being:

> *A preconceived opinion that is not based on reason or actual experience…dislike, hostility, or unjust behaviour deriving from preconceived and unfounded opinions...*[236]

Prejudice is dealt with through numerous legal mechanisms; here, the discussion will focus more upon cognitive bias, which occurs when someone is unaware that they are acting in a prejudicial way towards another.

Figure 21 The impact of legacy and modern gender socialisation influences
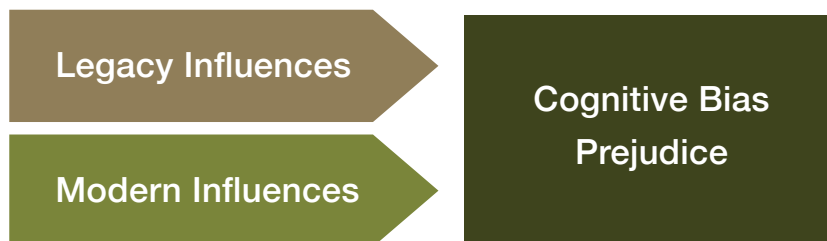
Cognitive bias

In civilian organisations, cognitive bias is now understood as the main inhibitor towards the creation of genuinely equitable work environments where females can realise their full potential and, thus, contribute most optimally to their organisations.[237] Cognitive bias represents deeply embedded and unconscious beliefs that filter how people see the world and make decisions. In her presentation on *Bias Incognito,*[238] Dr Deborah May describes four main types of cognitive bias and explains how these serve to diminish women's performance and also overall group performance:

- *Affinity Bias* – A preference for people 'like us'
- *Egocentric Bias* – The need to make the 'other view' wrong and yourself 'right'
- *Confirmatory Bias* – Selecting evidence which supports prior or preferred beliefs
- *Stereotypes* – An exaggerated belief or distorted truth about individuals and groups.

Cognitive Bias manifests itself in instances such as:

- A woman being frequently tasked to be the meeting 'note-taker' when she holds equivalent 'rank' and 'roles' to other males in the meeting group
- A person being spoken to in a way which patronises their actual experience and skill levels. (In cases where this is a man talking to woman, this is colloquially known as 'mansplaining')[239]
- Acknowledging 'some' people's ideas in a meeting, "great point Bob!" or being deferential and respectful to them, "as Bob said", yet ignoring other people's contributions, even when they may have earlier made the same point
- Exclusion of people for work roles or training courses

- Harshly judging the work of someone based upon their appearance or gender while giving another excessive praise or undeserved credit for the same reason

- Not acknowledging achievements or contributions of one gender

- Non-inclusion of people with relevant expertise in planning activities due to their gender

- In evaluating a subordinate, magnifying and exaggerating their weaknesses but ignoring their strengths, due to their gender

There is increasing statistical evidence of the way in which cognitive bias hinders women's progress; see Box 11.

Box 11 Statistical studies which reveal cognitive bias

- **2000 Orchestra blind-auditions study.**[240] In the US, from the 1970s onwards 'screens' started being used to hide the identity of musician during auditions. Analysis of records from the 1970s to 2000, found that the screens had the following impacts upon women in music:

  - 50% increase in the number of women progressing from preliminary rounds

  - 30% increase in new female hires

  - 25% increase in the number of women in Orchestras from 1970 to 1996

- **2012 'Laboratory Manager' job application experiment.** This involved testing the responses of 127 science faculty staff to job applications from candidates who were randomly assigned either a male of female name. It was found that:

  Faculty participants rated the male applicant as significantly more competent and hireable than the (identical) female applicant… female and male faculty were equally likely to exhibit bias against the female student.[241]

- **2013 *Global Women in Science* study.** This found that gender inequality was "rife" worldwide and reflected in aspects such as hiring; earnings; funding-grants; job satisfaction and patenting.[242] Although by the 2000s, women represented 38-40% of all PHD qualified scientific researchers, they are published less (29.2%) and few reached full Professor status (16-19%)

- **2015 *Global Media Monitoring Project* report**[243]

  - Australia: The proportion of women interviewed in Australian sport coverage for TV, radio or print was 1%

  - Globally: Cumulatively, for all global media, in 2015, "24% of the people seen, heard or read about were female, a level unmoved from five years earlier"

Micro-aggression

A term sometimes used to describe the impact of such cognitive bias is 'micro-aggression' which is defined as:

…the constant and continuing everyday reality of slights, insults, invalidations, and indignities visited upon marginalised groups… the power of micro-aggressions lies in their invisibility to the perpetrator, who is unaware that he or she has engaged in a behaviour that threatens and demeans the recipient of such a communication. [244]

A single act by itself if not overly damaging; it is the frequency of such behaviours that have negative impacts upon people.

I was equally angered when I did Majors Course in Canungra. Male Person X (husband) and I had the same plan (we did the course together) but he was given an A+ and I was given a C. When I pointed out the discrepancy, I was reassessed (in a public area whereby I was almost in tears because of the unfairness of the situation) and given a D. The points I had been praised for in the last assessment apparently brought down my plan this time, and vice-versa. It was clear that I was being marked as a female loggie, not the male arms corps officer.

Another time one of the instructors asked me if I was suffering menopause when I asked him to turn on the aircon in our hot and stuffy lecture room. It seems to me that gender and corps bias and discrimination is rife in the Army's training areas – the irony being that these are the areas that should be leading the way in equity / gender topics.

Another irony is that the two female instructors for Majors Course got all the women together after the course to say they were here to mentor and assist. I wanted to shout out that it was bullshit that every woman there was doomed to a mediocre mark only because of their gender and they needed to focus on that. (FEMALE)

Gender studies limitations

Gender studies have been criticised in the past for being overly focussed upon the 'white, industrialised western' experience of gender and attempting to universalise this. In 1988 for example, Deniz Kandiyoti[245] spoke out on the narrowness of the feminist discourse. She was critical of "ethnocentric or class-bound definitions of what constitutes a feminist consciousness". She argued that studies of abstract notions like 'patriarchy' must be culturally and temporally grounded, as the nuanced nature of gender power relations varies greatly across cultures and history.

More recently, masculinity studies have encountered the same problem. Connell has argued that ideas about 'masculinity' have been "constructed from a position of privilege" and have focused upon the "metropolitan global north."[246] For example, studies of African American males find they have unique experiences where their masculine identity is "bombarded by negative images" and cultural messages which portray them as "unintelligible, uneducable and dangerous."[247]

Overall, 'intersectionality' is favoured now – analysis which considers how gender, race, and social class, for example, interconnect.[248]

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Chapter 4: Women

Australian Army officer Captain Sharon Mascall-Dare (left) interviews physiotherapist Captain Karmen Sampson for a podcast during Exercise Hamel in Cultana training area, South Australia, on 4 July 2016.

Let her sleep, for when she wakes, she will move mountains
– Napoléon ~1800–1820

Introduction – penned potential being unleashed

Barriers to women and the negative impacts of both legacy and present day cultural influences were described in the previous chapter. An interesting parallel area of research has found that in the US, women's levels of happiness, relative to men, had declined over the last 35 years. The reasons for this are speculative, but may relate to the difficulty of balancing home and work tasks, frustration at dashed hopes of progress or the effects of some modern day cultural aspects that demean and degrade women.

Presently the women's movement, at a global level, has been awakened by new awareness of these barriers and problems. It is being energised by significant new funding, resourcing and structural changes across the world. There is a fierce motive to fix problems.

The world may be on the cusp of a major transformation in the role of women in society, where they will shortly come into their full power and start influencing and shaping the world's politics, thinking and societies at various levels. Army needs to catch this wave.

This chapter explores what this change may involve. How might women uniquely contribute to teams, approach leadership tasks, and what are their potential strengths and weaknesses? If women act in accordance with their authentic nature, what will this involve? The chapter will also discuss the subtle ways in which women may be persuaded to water down their true nature and be less authentic and, hence, less effective.

Women's constructive role in teams and in collective decision-making

Analysis of decision-making teams in the business world has found that when there are more women on corporate boards, the company is more profitable.[249] Likewise, in the security sector, when women are included in conflict resolution activities, enduring peaceful outcomes are more likely.[250, 251, 252] A study which measured the 'collective intelligence' of a team found that it was always higher when women were in the team; this was attributed to the extra level of 'social sensitivity' they brought to team dynamics which allowed greater accessing of each person's contributions.[253]

> *Sometimes I find it easier interacting with female peers, you can just have a relaxed conversation about the work issue at hand. With males sometimes there is this one-upmanship going on all the time, ego and sense of competition. It gets tiring. (MALE)*

A blog post by Lieutenant Colonel Kidd in Army's Land Power Forum on Adventure Racing (AR) discusses the phenomena that mixed-gendered teams out perform male-only teams in these type of physically arduous endurance events.[254] He writes:

> *Women bring a mix of physiological and cognitive strengths to mixed AR teams. In AR events, there is a strong emphasis on navigation, communication skills, risk assessment, decision-making and teamwork. Women contribute a competitive advantage in each of these areas by positively influencing individual and team dynamics, motivating team members, neutralising unhealthy ego and driving competitive ambition.*

In addition they bring a different cognitive outlook to team decision-making by drawing on different assumptions and approaching challenges from different perspectives, all while tolerating significant levels of physical pain, sleep deprivation and mental stress. Women do not corner the market in lateral thinking, but they certainly broaden the range of approaches that an AR team brings to problem solving.

Thus, Lieutenant Colonel Kidd's piece highlights something of great importance to Army approaches to teamwork – the synergistic potential and lift in performance that can be created when the strengths of each gender compensate for the weaknesses of the other.

Australian Army soldiers from the 2nd Battalion, Royal Australian Regiment, swim up a river for a timed team building exercise conducted during Exercise Croix du Sud 2016 in Noumea, New Caledonia.

Emotional labour

Another area of enquiry is the value of 'emotional labour' (also known as 'affective labour'), in teams and the amount of 'background helping' tasks women perform to help teams succeed.[255, 256, 257] 'Emotional labour' refers to the practice of providing an attentive, caring, emotionally sensitive attitude towards others; the term is often used when describing the work functions of people such as customer service representatives, airline hosts and client managers. However, the term has also been used to explore the value of 'emotional labour' tasks to team functioning.

It includes actions like: showing someone they are valued in the team; validating a person's ideas; acknowledging other people's contributions; organising birthday cakes; connecting two people whose work relates; bridging misunderstandings between two people; reassuring people; checking in on someone who is undergoing hardship or ensuring midnight meals are arranged for those working sudden long hours and so on. Several studies and articles make a compelling case that 'emotional labour' has great value to teams, and that while women may undertake more 'emotional labour' functions than men, this contribution is often not noticed or valued in workplaces.[258, 259, 260]

Two cautions are issued on the subject 'emotional labour.' The first is that it needs to be placed in context with much broader research on the attribute of 'caring.' Do women demonstrate more caring than men, or is it just demonstrated in different ways? There is an almost 30-year academic debate as to whether or not women express a greater ethic of care than men, which some dispute[261] and others endorse, in particular circumstances.[262] The answer is not clear. Secondly, the 'emotional labour' discussion tends to ignore that many men do spend much time listening to women and helping them. Plus, it could be expanded to consider if there are functions males typically perform in teams which they may not be acknowledged for. The conception seems to have many overlaps with the well-founded practice of 'mateship;' however, perhaps it is worth being open to the idea that women and men may exhibit 'mateship' in slightly different ways and that both have value.

Women's leadership theory – in development

Scholarship on women's leadership roughly began in the 1980s, and the field is evolving, complex and sometimes suspect or contradictory. For example, is leadership an 'essential' characteristic of some personality types or is it, as others have argued, a 'male' construct? Do some people idealise the role of women leaders and simplify the debate by concluding, for instance, that women are caring and empathetic while males are not? Rodgers-Healey finds that beginning with 'The Great Man' theory developed in the 1800s, that up until 1980, "the theorizing of leadership excluded women" and, thus, she proposes that present day understandings of leadership may be skewed.[263] It is outside the scope of this paper to comprehensively review the full 'women's leadership' debate, suffice to say that this is an emerging field which may enrich Army's existing knowledge. Some research insights are offered below, along with some other more exploratory thoughts.

Generally, leadership research has found that there is "little difference due to sex in achievement motivation, risk taking, task persistence and other significant managerial skills," but that women's leadership ability was hindered by "a barrage of gendered assumptions and stereotypes about their fitness for leadership, which are then translated into discriminatory norms."[264] However, there are others who consider that, even though it may be due to cultural influences rather than a person's essential nature, women and men do have different styles. Two such thinkers are Judy Rosener and Diann Rodgers-Healey.

The 'women have a unique style' argument

In 1990, Judy Rosener[265] published an influential paper which proposed that women had a unique leadership style. Through surveying and interviewing business executives, she concluded that, generally, men adopted a 'transactional command-and-control' type of leadership which relied upon formal authority, while women leaders exhibited an 'interactive,' 'participatory' also termed 'transformational' style of leadership. She writes: "The women encourage participation, share power and information, enhance other people's self-worth, and get others excited about their work."[266] She explains various socialisation factors that may have led women to adopt these different styles, noting that they could revert to transactional styles, while some men were also transformational in their approach. Her work has influenced the way leadership is conceived in general.

Similar to Rosener, Rodgers-Healey also argues for a unique female approach. She proposes that 'leadership' is a male-oriented construct and that women might approach the question of group organisation and influence in a completely different way. She introduces a 'coexistence' model where leadership is routinely shared:

Leadership would not be about power and control, but it would be about self-truth, self-evaluation and self-governance. Acting from a point of 'zero-level prejudice' the leaders, female or male, would deconstruct notions of women and men which are judgmental and based on norms. Supporting the employee's being and becoming within the context of the workplace, respecting their rights, valuing their contribution, would be prized by leaders. Culturally, trust, honesty and respect would characterize relationships…

what would be vital would be leaders working closely with individuals so that they are able to know each other and support them to realize their potential. It is not domination that would shape the organisational structures governing interaction, but authentic linkages between people to create, learn, share and thrive … Thus looking and acting like a preconceived notion of what a leader is, would be outmoded by an honest and authentic engagement with oneself and the community.....the leader is seen being the agent to make a co-existential environment a reality… [267]

Of course, some of Rodgers-Healey's concepts align with Army's existing leadership fundamentals: understand and care for your people, bring out each individual's best, the importance of knowing one's own strengths and weaknesses, and the focus upon honesty and trust is much the same. Shared leadership is partly accounted for in the motto, 'every soldier a leader,' which acknowledges the role all members of a team have in creating a positive culture and a successful team. Yet, perhaps this co-existence model brings a slightly different emphasis which could inform Army's approach to High Performing Diverse Teams.

Embodied chauvinism, bitchiness and 'Queen Bees'

If, due to socialisation or other factors, women may be prone to particular negative traits, this must be considered and incorporated into leadership education and training approaches – in the same way that weaknesses of male-oriented styles or traits might also be addressed.

There are infamous female leaders and figures throughout history who have demonstrated negative traits. For example, Margaret Thatcher and Anna Wintour are accused of being prone to bullying or being tyrannical 'Queen Bee' characters. 'Bitchy' behaviour involves deliberately hurting others merely for malice. 'Hen-pecking' or excessive 'nit-picking' can be a form of passive aggression.

Yet, academics would debate how gendered such labels are and whether they are merely unhelpful stereotypes. An investigation by McKinsey consultants reports that the 'Queen Bee' is not a myth, but a modern-day reality; this was especially so in circumstances where women felt threatened in the security of their roles.[268] However, such results must also be interpreted with the awareness that women can be judged harshly when exhibiting traits which fall outside so-called traditional feminine norms:

In an examination of women's employment reviews, certain words show up repeatedly, like bossy, abrasive, strident, and aggressive. This is when they lead; words like emotional and irrational are used when they object. [269]

Something else which may bear upon this situation is the impact of socialisation. Dr Holland suggests some women may struggle with stereotypically 'masculine' emotions, like anger. This can lead them to suppress such emotions, leading to depression, or to express them poorly. She writes:

They weren't taught as young girls that it was okay to be angry, and they weren't schooled in how to handle this type of emotion.[270]

Another issue to be aware of is the phenomena of 'embodied chauvinism.' This is when women adopt the dominant views of the society and culture they are in, which may be highly prejudicial towards women, but without even realising they are doing so. An example of this is one woman slurring a high-achieving woman or making a remark like, "I wonder what favours she gives out" or similar.

Greater awareness of these issues helps to counter their negative aspects. More attention on positive female leadership styles and role-models may also help address this.

What leadership insights can women bring to the Army table?

Here are some speculative ideas of what women may be able to bring to the leadership table:

- **The 'Make a Fuss' approach to leadership – prefacing justice over order.**

  Figure 22 Lady Justice

  - There is some public discussion that women are more likely to act as whistleblowers[271] and also some evidence that women are less likely than men to support or participate in crime or corruption.[272] This can be preferred to as the Lady of Justice ethic (Figure 22).

  - There are a wide range of factors which may bear upon this. One may be what Lars Einar Engström describes as male's greater 'fear of the silver-back.' (Box 12).

  - Women may be more likely to *'make a fuss'* about things that matter, which must be resolved. Feathers may fly about the hen-house, but justice and right action are brought back on course. Are men more fearful of disrupting order and hierarchy and, thus, more likely to continue down a path that is not ideal or unethical? Or is this related to a greater 'win at all costs' mentality, higher competitive drive and greater appetite for risk? Regardless of why men might support unethical behaviour, women's increased readiness to 'make a fuss' over such issues may help mitigate this weakness. *'Making a fuss'* may be "the stich in time that saves nine" and it might be a behaviour men can learn.

– 'Make a fuss' may be the antidote to the 'Fear of the Silver Back' problem.

Box 12 *'Fear of the Silver Back' – What is it? Is it a problem?*

Lars Einar Engström's work with senior males in the corporate sector led him to coin the phrase *'fear of the Silver Back.'*[273, 274] He proposes that men are particularly conscious of and affected by this 'pack' notion. This means they tend to be deferential to the 'most powerful male' in the pack and very wary of questioning them, even if it is best for the collective. Some 'Silverbacks' are offended to be questioned or to be presented new ideas. It is a scientifically unproven concept, yet it provides a useful metaphor to discuss the dynamics of power relations in groups, which likely apply to all genders. Two examples highlight the risks of this phenomenon:

Moby Dick (novel). Chief Mate Starbuck cannot stand up to Captain Ahab, despite knowing he would lead the crew to their death.

Vietnam and the 'Five Silent Men' In his book, *Dereliction of Duty,* Lieutenant General H.R. McMaster conducts a searing critique of the decision-making leading up to the Vietnam War; it ends with a chapter titled, *'Five Silent Men.'* He painfully describes the small moments in which various individuals decided not to make a fuss, with the cost of their inaction to be later borne by soldiers and Vietnamese civilians. He concludes:

The war in Vietnam was not lost in the field, nor was it lost on the front pages of the New York Times or on the college campuses. It was lost in Washington, D.C., even before Americans assumed sole responsibility for the fighting in 1965… The failings were many and reinforcing: arrogance, weakness, lying in the pursuit of self-interest, an, above all, the abdication of responsibility to the American people.[275]

• **Empathy, caring, social sensitivity and emotional labour.** As discussed above, there is some evidence that women display greater 'social sensitivity'[276] and undertake more 'emotional labour' tasks in teams. 'If' women are generally more highly attuned to others' needs, this may help them to develop their subordinates better, plus help to create a positive group dynamic. Such attributes may also contribute to detailed and expertly synchronised planning for activities which involve many disparate actors with varying requirements. Increased empathy aids with ethical decision making. Sensitivity allows a person sophisticated situational awareness.

- **Shared power, horizontal leadership and networks**. Successful women's movements, such as the Australian *National Breast Cancer Foundation*, demonstrate an organisational culture where there is more focus upon the collective group identity than one particular figurehead. Networks, partnerships and creating 'community' are valued. This is the type of 'shared power' and 'coexistence' model female leadership theorists such as Rodgers-Healey[277] discuss. Other organisations dominated by women leaders, like *UN Women* or *Women Deliver*,[278] also display an incredible power to network across the globe and reach deep into communities. If women tend to operate more 'horizontally' – or in a network – this might be regarded as a useful complement to the allegedly more 'vertical' style of men. Yet, there are also men who advocate 'leading from the back' and the idea that the most successful leader is the one who makes themselves almost unnecessary. It is interesting that on Exercise Pitch Black 2016, the RAAF established a 'Women's Integrated Networking Group' (Figure 23) – what is this and does it work to harness the power of women's networks for operational outcomes? How did it work? Was it effective? These are good questions to explore.

Figure 23 Exercise Pitch Black 16: Women's Integrated Networking Group (WING)

Chief of Air Force, Air Marshal Leo Davies, AO, CSC (centre), meets with men and women from the Women's Integrated Networking Groups (WINGs) program during Exercise Pitch Black, 2016.

- **The vulnerability-courage link**. Brené Brown's research presents a new take on the issue of courage.[279] She finds a link between the courage required to experience vulnerability and the human being's ability to reach its full capacity for strength, creativity, passion and daring. Thus, it is courageous to be 'real' rather than put on a façade; to say 'you don't know;' to place oneself in a situation of uncertainty by talking to experts outside one's own field or to reach out and try to breach a damaged work relationship when doing so may be embarrassing, or could back fire in a nasty way. Her *Leadership Manifesto*[280] (Figure 24) focuses upon people having the courage to be authentic.

Figure 24 Brené Brown Leadership Manifesto

- **A Mojo-Maximisation** (MM) leadership approach allows, and actively helps, people to revitalise themselves. Mojo-Maximisation aims to ensure people are more often in an alert and energised state, which would have positive flow on benefits into all sorts of decision-making and team interactions. An example of this comes from 'The Thesis Whisperer' (Dr Inger Mewburn) and her 'radical nurturing' approach which successfully fosters excellence in academic research.[281] Allowing people adequate rest and a manageable workload may do more for human performance than any range of dietary supplements or other human performance enhancement techniques. This would not preclude people working hard at mission critical times, but working at a point of exhaustion would not be the default setting for decades on end. It is a danger to have a weary Army, as it means the organisation has little energetic depth to apply to an emergency and high intensity situation, or the alertness needed to respond to complexity. An MM approach acknowledges human vulnerability and takes action to account for this; it seeks to nourish or even 'nurture' the human so it can be in peak performance over the longer term. The danger of some 'hegemonic masculinity' conceptions are a tendency to expect continued toughness and to view vulnerability as a weakness, deny it exists and, thus, not shore up the vulnerability.

- **Fun, informality, openness.** The approach of many influential women demonstrates a method of making communication and group activities fun. Think of Oprah hiding gifts under her viewers' chairs, plus her openness about her own vulnerabilities. Think of Queen Rania's YouTube series on the difference between American and Middle Eastern children's lunch boxes. In women-only forums, the volume goes up immensely. Many female speakers tell more personal stories which contrasts against males who often seem to equate authority with being serious and wooden. What influential male leaders are fun and emotionally warm? General Sir Peter Cosgrove AK, MC, who frequently left groups of soldiers laughing or with a tear in their eye is one.

Herstory

Figure 25 Herstory

Greater understanding on women's strengths and unique approaches will only come from more attention to *Herstory* (Figure 25) as well as *History* in military history, ethics and leadership curricula. Understanding how to apply new gender understandings in the future operating environment, likewise, will also only come from 'being in the space,' investigating ideas, testing and trialling new approaches. This is a field where unknown unknowns still exist.

Catafalque Party member Captain Deborah Dohnt, 'Rests on Arms' during the South Australian Women's Memorial Playing Fields Trust Inc. Bangka Day 75th Memorial Service. 2017 marks the 75th anniversary of the Bangka Island massacre, during which 21 nurses were slain and a sole person survived.

Considerations: charisma

The charismatic person can excite and inspire people to a great degree. Consider the initial frenzy in the USA around Barrack Obama and the emergence of 'Obamagirl'[282] singing love-odes to Obama. Sports heroes, musicians, film stars and the like gain mass adoration.

While not essential or present in all leaders, charisma can just be part of the job of being a leader – an ability to connect with, uplift and inspire people. Accordingly, this attribute needs to be recognised for what it is and not misinterpreted. While charismatic male leaders have been visible in the world for a long time, as Army develops more female leaders, the charismatic, dynamic female will emerge. She faces two risks:

- Being perceived as a threat and, thus, subject to efforts to diminish her

- Being perceived in a sexualised manner. Some people may find her exciting, but then translate this response into deciding she is 'hot' and, thereafter, interact with her using a more sexualised lens. This places pressure upon her, especially if it comes from many angles and is relentless. It dehumanises her which exposes her to increased risk of psychological damage

A preventative strategy in this area is to prepare the ground for the current and future 'Xenas' of the Army by conspicuously pointing out to men that such charismatic female personalities are not sexual objects, nor threats, but just leaders and therefore, calm down and treat her as such. The reverse of course applies to female soldiers at risk of 'falling in love' with charismatic males. People need to be wary of misreading their reactions and support leaders being authentic, so such leaders do not feel compelled to 'dull their light.' This is important as in difficult operational situations, the attributes of the charismatic leader can hold a team together and help it to achieve its objectives.

Do females become less 'authentic' to their true personality, unconsciously toning down their charisma so they can be better accepted and understood by the male majority? Our system seems to reward (promote) females that are either the collegiate achievers (play well with but not threaten the boys), the credible sportswomen (gains credibility with the boys on their level), or specialists (Specialist Service Officers (SSO) types or even 'loggies' – stuff that the boys are happy with being a well-trodden female role). But those with smarts, good looks and real authentic charisma are treated with suspicion and marginalised and given the message – they just don't really fit in the career model. (FEMALE)

Considerations: the authentic leader

Army is currently sponsoring research on the issue of how to attract and recruit high-quality female candidates. A response from a civilian woman to the question of why some women would be reluctant to join the Army is instructive:

It's obvious! They don't let women be women! Why would you want to join up and give away your whole identity and have to act like a man for the rest of your life? (CIVILIAN FEMALE)

This comment points to the problem of women joining the Army and perceiving that they need to act like a male, which may involve being less expressive, speaking in a deeper voice and in general 'hiding' some aspects of their personality. If this is subtly occurring, sub-consciously or consciously, it raises questions about 'authentic leadership.'

Hence, if Army wishes to attract high-quality female candidates and allow those people to reach their potential, it may need to also consider the issue about truly acknowledging difference and addressing cues which serve to devalue unique female behaviours. For example, some women are very expressive, smiley and 'bubbly,' but this could be labelled as being an 'air-head' or a 'flirt' rather than being appreciated for its 'warmth giving' or uplifting and motivational impacts.

Conversely, it must be acknowledged that the Army attracts many women with so-called 'tom boy tendencies,' or others with a naturally forthright demeanour, who may also suffer by being labelled as 'butch' or as a 'bitch.' Such labels go against the tenets of gender theory which recognise each human has their own unique identity, something which stereotypes deny. Both judgments are negative, and this itself is a problem. Both judgments subtly ask its female soldiers to be less authentic and, thus, potentially a watered down and distorted version of who they truly can be.

Army should aim to be the home of 'Xena' personalities, (no matter what they look like on the outside and what form their strength comes in – which of course is not always physical). Army could, through working with Xena personalities, lead Australia in its understanding and demonstration of excellent female leadership. Uniquely female contributions to leadership and team thinking are not properly explored and potentially have contributions to make to Army's already extensive understanding of these issues.

Lance Corporal Erin Taylor from Force Support Unit greases bearings while servicing a trailer at Multi National Base – Tarin Kot, Afghanistan, 2013.

Signaller Annette Rudd, Theatre Communication Group rotation three in Kabul, Afghanistan, 2016.

Don't be scared of Xena, enable her and get out of the way

Overall, women are starting to find their full strength and voice, and this trend may intensify over the 2020 to 2050 period. As they do this, it cannot be expected that they will have the same priorities and approaches to all manner of public issues as the world has seen with male-dominated leadership teams. Equality, in its true form, does not mean more women acting exactly like men. Rather, it involves women and men contributing authentically, and in some cases, that will be uniquely and in others, it may appear almost identical. Ideally, Hercules is not scared of Xena, rather they join forces, and their different strengths allow a greater and more flexible combined force.

The other very important side of this shift is the possibility that men will no longer be acting the way the world has presumed. Shifts are underway with male gender conception as well, and this may also bear upon 2020 to 2050.

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Chapter 5: Men

Good luck finding a bloke with the time and interest to write on 'shifting roles and cultural expectations upon men' … I'm just not sure you'll find one? You may want to treat the point in a different way than suggesting something that probably won't happen. (MALE)

Left: Australian Army soldiers Lance Corporal Christopher McAleer (left) and Corporal Aaron Worcester, both from 4th/19th Prince of Wales's Light Horse Regiment, take a break following the new regimental guidon rehearsal parade at Puckapunyal, north of Melbourne, on 25 November 2016.

Right: No. 4 Squadron Combat Controller intake students are put through their paces in the sand dunes on Stockton Beach, 2013

Introduction

This chapter considers how strict gender identities can create barriers to men reaching their potential, but also the opportunities that exist when these chains are removed.

'*Critical Studies on Men*,' '*Masculinities*' or '*Men's Studies*' is a relatively new field of study which began in the 1990s. In explaining this field, Jeff Hearn notes that while "men have been studying men for a long time, and calling it 'History,' 'Sociology,' or whatever"[283] these new studies differ in that they consider men "in the context of gendered power relations."

Initial work focussed upon the concepts of 'patriarchy' and 'hegemonic masculinity' and the ways in which male gender identities, like female gender identities, are socially constructed. Areas such as men's health; exposure to violence; higher suicide rates and what some call a 'crisis in masculinity' also received early attention. However, some of this work has been criticised for being disproportionately concerned with 'what is wrong with men.' There is also concern that many studies have used U.S. College students as test subjects while far less is known about 'blue-collar' workers, middle-aged or older men's perspectives.[284] More recently, scholarship has turned to 'positive masculinity' which seeks to understand how men uniquely perceive the world and behave, whether culturally induced or not, and the strengths associated with this.

What follows is an overview of some of the key concepts to emerge so far from this still developing field. These insights have implications for understanding individual and team behaviour; how to achieve genuinely equitable workplaces; military decision-making at tactical through to the strategic levels and understanding the 'human dimension' of the future operating environment.

Theoretical developments on masculinity

Policing of Masculinity (POM)

'Policing of Masculinity' (POM) is defined by Reigeluth and Addis[285] as being "any action that serves to prevent or punish individual or group behaviours perceived as insufficiently masculine." In a detailed study of POM and adolescent boys, they describe it as the "primary socialization mechanism" for boys.

The word 'policing' emphasises the idea that firstly, boys are vigilant in watching out for those who act outside 'masculine norms' and secondly, that those who do so are punished. Their study finds that POM has three primary functions:

- Masculine norm enforcement
- Status elevation and preservation
- Friendship enhancement

Reigeluth and Addis found that adolescent boys perceive masculine norms to be "aggression, control, toughness, emotional restriction, social teasing, heterosexism, and avoidance of femininity."[286] The most common forms in which POM occurred was through misogynistic and homophobic insults, see Figure 26:

Figure 26 Forms of 'Policing of Masculinity' – by adolescent boys[287]

Forms	Examples	Percentage reported
Homophobic insults	"faggot," "gay," "homo," "cock sucker," "that's so gay," "fruity," and "maggot"[b]	High
Misogynistic insults	"pussy," "bitch," "girlie," and "vagina"	High
Intelligence/Disability insults[a]	"retarded," "sped (special-education)," "idiot," and "stupid"	Medium
Physical body insults[a]	"skinny boy," "small dick," and "shorty"	Low
Challenges and dares[a]	stunts, rough-housing, wrestling, "bloody knuckles," and drinking games	Low
Physical aggression[a]	fighting and physical abuse	Low
Manhood insults	"man-up," "not man enough," "bros over hoes," "wimp," and "whipped"	Low
Performance insults[a]	"newbie," "you suck," and "suck it up"	Low

Note. For prevalence, high signifies reported by >85% of the sample, medium signifies ≥55%, and low signifies ≥35%.
[a] Denotes newly identified forms unique to this study. [b] Boys at a public school invented the words "mag" and "maggot" in response to being reprimanded for using the words "fag" and "faggot".

The consequences of POM upon boys were not all negative, rather the study found that 30% of boys were unfazed by POM, another 40% were ambivalent about it, while 30% reported being troubled or upset by it. Positive functions of POM included the way in which it helped boys form strong friendships and achieve difficult goals.

The negative aspects of POM include the way it encouraged boys to suppress their emotions and how it helped to legitimise the idea of male dominance or supremacy over females as a desired outcome:

> *It [POM] makes you feel like you're it. You're the guy who can say what he wants when he wants, being the alpha male… So it really ties into the fact that we're guys. We want to be the best, and we want to have leverage over everybody else so we can be worshipped. 14-year-old boy*

> *…my friend called me "a depressed little bitch." And it really got to me because I had just lost my grandfather…When he said that to me, I learned to hide how I was feeling. I would put on a fake smile. 17-year-old boy*

Overall, this study concluded that POM was more widespread among adolescent boys than previously understood. It operated upon boys at both unconscious and conscious levels, and sometimes featured a 'fear-based approach' to learning. While it contained positive elements, it highlights the nature of 'manhood induction training' that many men experience. POM studies suggest that until recent times at least, men are effectively taught, over a long period, that part of their identity involves superiority to, and separation from, femininity or homosexuality.

Precarious Manhood

HMAS Adelaide conducts a 'Four Forces Fitness Challenge' between Adelaide's ship's company and embarked forces from the Australian Army, US Marine Rotational Force – Darwin and the US Army on the light vehicle deck during Exercise HAMEL SEALIFT, 2016.

The notion of 'Precarious Manhood,' proposed by Vandello and Bosson[288] is the idea that manhood differs fundamentally from womanhood in that it is something that is "hard won and easily lost…and requires continual public demonstrations of proof."[289] In contrast, women face less pressure to continually 'prove' their womanhood; they write:

> *Gender policing is not limited to men; however, a key difference is that when a woman commits a gender transgression, she may be punished or viewed negatively, but her very status as a woman is less likely to be challenged in the same way that a man's status often is.*[290]

If this conception of the nature of manhood is accepted, Vandello and Bosson suggest it has these sorts of implications:

- **Employment**. The threat of, or actual job loss, is a chronic source of anxiety and stress for men

- **Aggression and risk-taking**. Masculinity is most easily demonstrated through witnessed acts of aggression or risk-taking. In the modern world, this may take the form of taking financial risks

- **Avoidance of femininity**. "Avoidance of femininity is a core component of the masculine identity;" thus, to maintain their 'precarious manhood' status, men ardently avoid any behaviours or activity that might be associated with femininity

Highly pertinent to Army decision making is the argument that men are highly risk adverse when it comes to any decision which might negatively impact upon their manhood status; they write:

…men may take greater risks than women when considering the possibility of physical, bodily, or financial harm, but they may be more risk-avoidant than women when considering the possibility of harm to their gender status.

The concern here is that men's preference to appear 'manly' in decision making over-rides their ability to make the right decision for the context being considered.

Australian Army officer trainees from the Royal Military College at Duntroon advance on an 'enemy' position during a combat training scenario at St Teresa's College at Abergowrie, near Ingham in north Queensland, during a visit to the area from 30 October to 12 November 2015.

Masculinity threats

A growing body of research finds that when men perceive that their masculine identity is under threat, they often undertake compensatory actions to restore their sense of masculinity. These compensatory actions can include: "displaying aggressiveness, harassing females and derogating other non-masculine men."[291]

For instance, analysis of murder-suicides crimes in the United States found that while there were three main thematic contributors, (domestic desperation, workplace justice and school retaliation),

…prevailing across the three themes was men's loss of control in their lives, hopelessness and marginalized masculine identities. Also evident were men's alignments to hegemonic masculinities in reasserting one's masculine self by protesting the perceived marginalization invoked on them.[292]

A 2015 *Manning Up* study[293] sought to examine 'threatened men's responses' by testing male participants' hand-grip strength. One group of men were falsely advised that their grip was weak compared to other men (threatened group) and another group of men were told that their hand-grip strength was average for a man (non-threatened group). It was found that in a subsequent questionnaire, men in the *threatened group* "exaggerated their height…reported a greater number of past relationship partners and higher levels of aggressiveness and athleticism" and were more adverse to feminine product choices than the men in the *non-threatened group.*

The *Manning Up* study describes how its findings aligned with other related research like:

- **Men who earn less income than their wives** – are less likely to share housework than men who are primary breadwinners
- **Unemployed men** – instigate more violence against women than employed men

In overviewing their results, similar studies and other literature, the *Manning Up* study came to a conclusion which may have particular importance for Army's approach to gender issues. This was the finding that the phenomena of 'threatened males' taking compensatory action to repair perceived damage to their masculine status is highly predictable. It is so predictable that they suggest it simply must be factored into any organisational approaches to addressing women's equity. They suggest that ideally this is done in a way which:

> …validates men's masculinity or… remove[s] the threat of not being masculine, perhaps by drawing attention to more inclusive norms of masculinity.[294]

Australian Army soldiers Sergeant Troy Stow (left) and Warrant Officer Class Two Alan Shirt conduct planning for water-borne patrol and surveillance training throughout the Torres Strait region, 2015.

Masculinity threats and ideological dominance

While there are links between masculinity threats and increased occurrences of violence, relevant to future Army teams and planning environments is the phenomena whereby threatened males seek to reinforce their masculine status, not by violence or physical dominance, but rather by asserting 'ideological dominance.'

'Ideological Dominance' is defined by Dahl as "a way to assert power by prompting ideologies that implicitly subordinate members of an out-group to one's in-group." [295] She describes four gender-based types of ideological dominance as follows:

1. **Social Dominance Orientation.** Legitimises the idea that some groups deserve more power than others – communicates and promotes traditional power structures that give more power to men than women. Group-based (in-group/out-group) based power ideology.

2. **Benevolent Sexism.** Belief that women deserve to be provided for and protected. Communicates that men's power over women is justified by women's need for men's guidance and protection.

3. **Hostile Sexism.** General antipathy towards women but also the idea that women fail to recognise men's legitimate power over them. Reflects a concern that men's power over women is tenuous or at risk. Implies power seeking qualities in women, such as tricking others into giving them power.

4. **Sexualisation of women.** Involves conceptualising a person in sexual terms or in terms of their sexualised body parts, which can occur in the context of feelings of attraction and sexual interest. Differs from sexualised aggression, which is tied to sexually related forms of violence, harassment, or intimidation. However, sexualised women may still be diminished in power and agency, being perceived more like objects than people. Dahl discusses the way in which sexualisation leads women to underperform, and lose power and influence in workplaces.

High performing women in masculine domains = masculinity threat?

Australian Army soldier Private Hannah Evans (centre right) chats with a United States Army soldier (right) and New Zealand Army soldier (left) during Exercise Hamel in Cultana training area, South Australia, on 7 July 2016.

Dahls' study specifically investigated how men responded if they were outperformed by a woman in a masculine domain. This found that *some* men felt 'public discomfort' which led to anger and then to enacting various forms of ideological dominance. However, not all men responded this way with the key mediator being that some men experienced 'anger' and some did not.

Overall, the study confirmed and reinforced other findings that superior performing women can be perceived as a 'masculinity threat' and, thereafter, subject to being sexualised, demeaned or devalued in other ways. Dahl writes: "ideological dominance provides a socially appropriate, nonphysical means of asserting power and repairing masculinity" and that because it is subtle, it is "difficult to detect and resist." Nonetheless, its presence was felt by women who experienced reduced "feelings that they can succeed… of belonging and participation in stereotypically masculine achievement domains."[296]

Male entitlement and aggrieved entitlement

Male entitlement – the idea that men are naturally entitled to women's bodies, jobs, higher status, authority, leadership positions and power – is a consequence of deep historical influences described earlier in Chapter 3. The related term '*Aggrieved Entitlement*,'[297] discussed in Chapter 1, is used by Michael Kimmel to describe the feeling of injustice, anger, or rage some modern men feel when they experience their perceived entitlement being denied to them. A practical example of this in the workplace might involve a female disagreeing with or disputing a male's point of view, and the male being angered that his judgement or 'rightness' dare be questioned.

Effects of gender stereotypes on men

Part of the discussion on patriarchy and hegemonic masculinity has been men's responses to these concepts. For examples, Nagel[298] describes the way some men respond to notions of hegemonic masculinity of patriarchy:

> The expression 'be a man!" strikes me as insulting and abusive. It means: Be stupid, be unfeeling, obedient, soldierly and stop thinking – Paul Theroux

> Patriarchal masculinity cripples men. Manhood as we know it in our society requires such a self-destructive identity, a deeply masochistic self-denial, a shrinkage of the self, a turning away from whole areas of life, the man who obeys the demands of masculinity has become only half-human – Roger Horrocks

Returning to the 'whole person' conception described earlier, it can be seen that hegemonic masculinity ideals dictate that men must mask or deny a wide range of emotions and experiences that are part of the full spectrum of being human. One impact of men not being 'allowed' to experience vulnerable emotions, according to psychologist Dr Ryan McKelley, is that they are re-channelled as anger (Figure 27). In certain military contexts, this may be an asset; however, in most situations this may increase the risk of poor decision-making and ill-judged actions. This 'Male Emotional Funnel System' may well underlie the 'angry white man' phenomena discussed earlier; men are 'angry' because, under hegemonic masculinity conceptions, that is the only emotion they can legitimately express and retain their masculine status.

Figure 27 Vulnerable emotions re-channelled as anger and aggression[299, 300] (Long, quoted by McKelley)

"Male Emotional Funnel System"

Hurt   Shame   Fear   Regret   Scared   Lonely

Embarrassed   Abused   Powerless

Humiliated   Confused

Overwhelmed

Angry
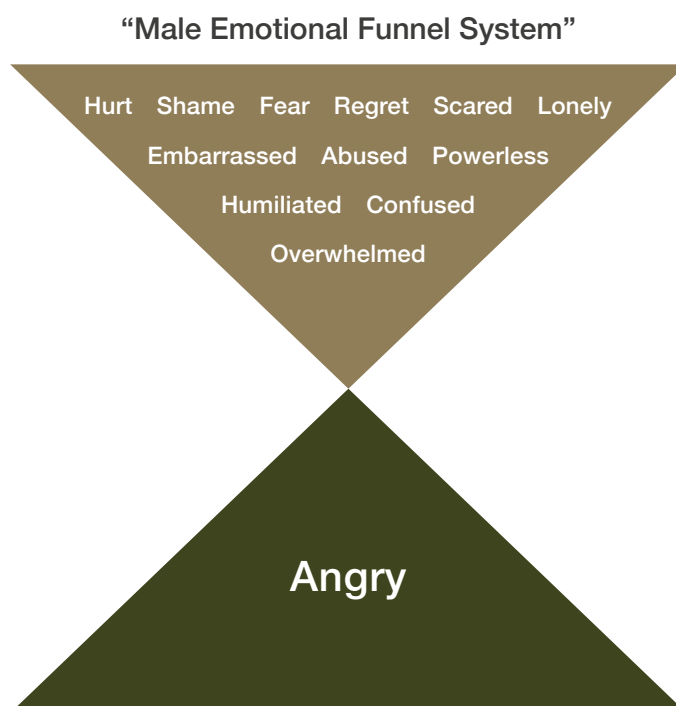
Like women, men's self-identity and the expectations they place upon themselves is influenced by both legacy influences, like Hegemonic Masculinity and modern multimedia sources. The twin-phenomena of 'Policing of Masculinity' and 'Precarious Masculinity' further pressure load the expectations upon men to act in certain ways. Important for Army is how these multiple pressures may negatively affect or cloud men's decision-making and behaviour:

- **Victorian Bushfires, 2009**. Analysis of phone calls and text messages of the deceased found that males wished to 'stay and fight' whilst females wished to depart early. In most situations, families deferred to the man's choice; however, this proved fatal. Many families were killed through the decision to 'stay and fight'[301, 302]

- **The book, 'Blackhearts.'** 'Unhinged-toughness' or ego-centric (I'm right, everyone else is wrong) flawed leadership is depicted in the book *Black Hearts: One Platoon's Descent Into Madness in Iraq's Triangle of Death.*[303] Subordinates who raised legitimate problems were characterised as weak

- **Napoléon**. Despite his brilliance, it was Napoléon's over-sized ego and relentless impulsive risk taking that was his final downfall. His wars saw the loss of nearly four million people,[304] and his legacy is tarnished by his callousness and impetuousness

- **Analysis and planning activities**. When groups of people need to discuss and analyse issues, the tendency for some males to adopt a 'head-butting-ram' style of competitive debate may relate to these socialisation influences (Figure 28). Here the primary objective seems to be 'winning' the argument – thereby enacting a performance and publicly demonstrating one's masculinity – rather than developing the best course of action. Yet it is worth being open to the idea that this method may also 'work' for men in some ways, despite its obvious risks. For example, people may 'fight' harder for the best plan. 'Head-butting ram' communication is at least open and honest. Its deficiencies need to be compared to alternate, lower-end-of-the-spectrum communication techniques, such as superficial politeness, where resentment or doubts merely go 'underground' which could lead to greater problems later.

Figure 28 Head-butting ram behaviour, not limited to men, but…

Men – suffering in silence?

Men's studies, focused upon the Western world, have drawn attention to problems with men's levels of health and wellbeing, and their greater exposure to violence.

Health and wellbeing

Male suicide rates continue to be far higher than those for women. The Australian Bureau of Statistics latest report found that in 2014, 75.4% of all suicides in that year were male.[305] In the UK in 2012, males represented 77% of all suicides.[306] In the United States, "men die nearly 7 years younger than women and have higher death rates for all 15 leading causes of death."[307] Examples of the sorts of behaviours that contribute to these poor health statistics include men being more reluctant to use sunscreen than women,[308] not using safety and protective equipment at work[309] and being reluctant to report feelings of depression or anxiety to doctors; rather, they will describe themselves as 'stressed.'[310]

Research on men's consistently lower levels of health and wellbeing points to the influence of hegemonic masculinity ideals whereby 'seeking help' is associated with weakness and femininity. As Courtenay explains, this deeply ingrained idea creates a barrier for men because to seek medical help requires that they "cross over socially constructed gender boundaries, and risk reproach." Further, "by dismissing their health needs and taking risks, men legitimise themselves as the 'stronger' sex."[311] A wider study on the reported problem of 'men's reluctance to seek medical care' confirmed that this was a substantial barrier, but that it could be partially addressed if seeking medical care was framed as restoring or maintenance of masculine identity.[312]

Men experience sexual harassment

Men also experience sexual harassment. One study found that in 2011, 16.1% of sexual harassment complaints to the United States Equal Employment Opportunity Commission were from men, whilst in 2013, this had grown to 17.6%.[313] It was found this was more likely to occur in workplaces where there was organisational tolerance of sexual harassment in general, and most impacted men who did not conform to hegemonic masculine ideals, such as homosexual or bisexual men, or men who engaged in feminist activism.

The study also reported on an emerging trend whereby men who engage in feminist activism can face a backlash: "heterosexual men who violate masculinity norms are more likely to be targeted with sexual harassment, and are, in effect, treated as women."[314] While men faced a backlash for supporting feminist type issues, it was also found that being involved in women's issues allowed them greater psychological resources in managing this problem. For example, they could attribute the problem to a cultural issue rather than to do with themselves as individuals.

Men's exposure to violence and harassment in the ADF

Finally, turning to general levels of exposure to harm in the ADF, Anne Goyne has argued that the discussion around illegitimate violence, sexual harassment and other abuses of power within the ADF has been distorted by gender stereotypes which subtlety convey the negatives associated with hegemonic masculinity for men. This is the idea that violence or harassment against men is less important than it is for women, not on a numerical level but as a phenomenon. She notes that prior to the mid-1980s, victims of such behaviour in the ADF were predominately male and that presently, across Australian society, 75% of the victims of non-sexual violence are men; yet, there is little public outcry about this. On this, she writes:

> Yet this has never raised significant comment. Men cannot be blamed for cynicism each
> time society and their leaders pour scorn on the perpetrators of abuse against women,
> when abuse against men is tacitly condoned by silence.[315]

Goyne's analysis may reflect the more recent focus upon women, as it must be acknowledged that the male oriented RMC bastardisation scandals from 1969 to the 1980s[316] and the 3 RAR violence issues of 2000[317] did attract significant media attention. The broader Australian societal problem of 'Coward Punches' is mostly a male issue and that has received community attention. Feminist commentators can regard the "what about men?" argument – which is raised each time violence or harassment against women gains attention – as a way of minimising and sidelining attention on unique women's issues. The evidence in the DART report, and from the Skype and Jedi scandal incidents, did highlight that a particular problem with the male perpetrator-female victim dynamic exists. Thus, this discussion is fraught with nuances.

Acknowledging these aspects, I would still support Goyne's suggestion, over the longer term, to reframe the discussion about harassment or illegitimate violence in the ADF as being about 'abuses of power' rather than as exclusively a women's issue. This is not to disregard the need for specific focus and strategies around the 'male perpetrator-female-victim' issue. Rather, it simply acknowledges Goyne's arguments that when the discussion is framed exclusively in these terms, it can be divisive, unfair and negate consideration of these other dimensions, as she describes:

- women also exercise cognitive bias against women subordinates
- male's experience of male-on-male violence
- males face different but still difficult cultural barriers to reporting abuse
- females can bully and humiliate men in gendered ways
- other forms of abuses of power that are ungendered
- framing the entire discussion around the 'male perpetrator-female victim' model can:
  - Unfairly shame ADF men in general
  - Have negative impacts upon team-cohesion and trust

Australian Army soldier Lance Corporal Craig Gibbs performs a check of a Bushmaster protected mobility vehicle at Hamid Karzai International Airport in Kabul, Afghanistan, 2016.

Masculinity in crisis or transition?

The term 'crisis in masculinity' has sometimes been used to describe the condition of men at the start of the 21st century; it has a derogatory tone and is resisted by a number of men's studies scholars. Here, I will overview some of the dimensions of this 'masculinity in crisis' discussion.

Firstly, the unique challenges men face are exasperated by the difficulty they have in discussing such issues. There are two barriers:

- The influence of general hegemonic masculinity ideals which promote the idea of men as strong and self-reliant
- The view by some that public attention to men's issues is unnecessary given men's general already privileged and over-represented status[318]

The *International Men's Day*[319] initiative has sought to raise awareness of men's issues, but the fact that it is sometimes derided (see Figure 29) illustrates the dilemma.

Figure 29 Let's celebrate men! let's make fun of celebrating men! Then let's feel bad.[320]

Cartoon copyright 'First Dog On the Moon,' image reproduced with permission

The crisis with boys and men?

The work of psychologist and popular writer Philip Zimbardo on the status of boys, while focused upon the USA, may still be relevant to Australia and is an important part of the discussion.[321] He reports that young men are in crisis: their performance rates at schools and in academia are declining and less are entering the workplace. Meanwhile, the rates of male drug-taking and obesity are on the rise. In his book, *Men-(Dis)connected*, Zimbardo proposes that men are increasingly feeling alienated and becoming dis-connected from others and the wider external world. He describes the growing numbers of men who are retreating from society into their bedrooms and the instant gratification of porn and gaming:

> *There is reciprocal causality where a person may watch a lot of porn or play video games to excess and develop social, sexual and motivational problems, and vice-versa. This perpetuates a cycle of social isolation… Over-use of either outlet can result in real-life problems, but it's the combination of excessive video gaming and porn use that creates a deadly duo, leading to even more withdrawal from usual activities, social alienation and inability to relate to anybody, especially girls and women.*[322]

It is here, in this virtual gaming and porn world, that men can reconnect to feelings of being validated, significant and powerful, where in their actual lives, they may experience powerlessness. Zimbardo also looks at the state of men and finds the trends described above with boys leads to problems with men in modern society:

> *Over the past decade, this pattern has escalated into adulthood where many grown men remain like little boys, having difficulty relating to women as equals, friends, partners, intimates, or even as cherished wives. Some have come to prefer the company of men over that of women.* [323]

He coins the term 'Social Intensity Syndrome' whereby within 'hyper-male' environments, some men:

> *…experience a positive arousal – such as cortisol, adrenergic system activation or an increase in testosterone – when they feel part of such all-male social groups. Men gradually adapt to that level of social intensity as the preferred form of social contact.*[324]

Like the earlier described Policing-Of-Masculinity research, Zimbardo also finds that all-male social groups do provide many positive experiences for men (Figure 30). The negatives, however, can include such groups devaluing other social environments, the adrenal 'low' of being away from all-male groups and that some men start finding it increasingly difficult and unfulfilling to be in other social settings.

Figure 30 All-male socialising

What will replace 'Hegemonic Masculinity?' Is there a void?

In overviewing the breadth of studies on men and masculinities, a recent editorial in the journal 'Psychology of Men and Masculinity' noted that the increasingly complex modern world had:

> …left some men without a means by which to meet their basic needs of affection, relationship and meaning. Their frustrations, anger, rage, and despondency reflect to some extent the limitations of dominant masculine ideologies and its capacity to help men understand, let alone, navigate their world. [325]

Difficulties being experienced by modern men included: the pressure of having to live up to masculine expectations; asking for help; the expectations upon boys to participate in various social masculine rituals and the feeling of being "dogged by a misandrist notion of masculinity." The author, Liu, encourages more research on positive masculinity and cautions about the 'what's wrong with men' focus:

> …men need to know what works and what they are doing well since constant critique may be experienced as shaming for some men.[326]

Mark Justad points to the youngness of the field of men's studies and the essential need for women and men's studies to be considered together.[327] He suggests that critique of old patriarchal and hegemonic masculinity models has left a void yet to be filled. "Largely missing", he writes, are "constructive models of male identity that are anchored outside of our inherited understandings of masculinity."

As a contribution to the void, he offers a noble aspiration: "if we wish to seek out the full humanity of men, men's studies must continue to hold themselves accountable to the feminist movement for the full humanity of women." Thus, he proposes that the future process of seeking the full actualisation of men should involve ensuring women can also self-actualise.

Masculinity in transition?

Australian Army soldier Trooper Jacob Mouritz helps four-year-old Ryder get kitted out with a helmet and goggles during the Exercise Hamel open day in Whyalla, South Australia, on 24 June 2016.

Lieutenant Charles Mayger is pipped at the post in a running race at the Wadeye School athletics carnival. ADF assistance to indigenous communities, 2007.

Men's researcher, Damien Ridge,[328] rallies against the term 'crisis in masculinity', arguing the situation is far more multi-layered; there are many positive aspects of masculinity that are ignored. There is an urgent need, he suggests, for men to have a forum to talk about specific male issues safely and without social derision. Ridge is critical of the way gender is taught in universities, which he perceives as being overly 'anti-male' and seemingly wishing to neutralise maleness as a unique characteristic. He writes:

Even if there's an acceptance of multiple ways of being masculine, dominant descriptions by academics commonly caricaturise men as emotionally constipated risk takers with no interest in their own well-being or in seeking help.

Yet, when given a safe space to open-up, he argues that men's true nature defies these characterisations. Dominant concepts of masculinity can be flexible and shift in response to changes in the world. Ridge also suggests that sole focus upon the power men hold over women "risks sidelining the relative confidence and power of women to negotiate emotional relationships with men." Finally, Ridge draws attention to "the aesthetics and celebratory aspects of masculinity."

Reflection

Australian Army soldier Private Robert Foulkes with military police dog 'Ice' take a break in the urban operations training facility during Exercise Diamond Strike, conducted in the Shoalwater Bay training area, Queensland, from 20-30 June 2015.

Overall, men's studies up until this point reveal that men are exposed to significant social pressures to conform to hegemonic masculinity ideals, and that this can negatively affect their health, wellbeing and decision making. These studies also provide valuable insights into dynamics that can impede the formation of cohesive teams and equitable work environments where all people can reach their full potential. Including masculinity studies into Army's broader approach to equity and diversity is likely to deliver better results. Two new approaches, which draw from masculinity studies and seek to lift men's performance, are described below.

Opportunities to lift performance

Men's capability to reach their full human potential may be limited by pressures they feel to conform and perform, so as to maintain or endlessly re-earn their 'manhood.' The exciting news is that there is evidence that men can be freed, relatively easily, from this manhood merry-go-round. A case study of cultural change on the *Rex and Cormus* Oil Rig (see Box 13) shows that reducing pressures on individuals to act in accordance with hegemonic masculinity norms lifts team work performance and improves individuals' sense of wellbeing. Perhaps the most importance nuance to understand from this case study was their point that so-called 'masculine' attributes were not the problem – the problem was the men's 'striving' and competing to prove themselves in these areas, where their goals were focused upon themselves rather than the overall team performance.

Box 13 Case study: From a macho culture to a safety culture on oil rigs[329]

The *Rex and Comus* oil rig platform was a physically dangerous work environment which had a pre-existing hyper-masculine culture. The "men went to great effort to appear physically tough, technically infallible, and emotionally detached in order to prove their merit as workers and as men."

However, the 'macho' culture brought high safety risks. The men's need to protect their masculine identity saw them cover up mistakes, not wear safety gear, ask questions, express doubt about unsafe practices or train new employees. Toughness became equated with competence:

> *The field foremen were kind of like a pack of lions. The guy that was in charge was the one who could basically out-perform and out-shout and out-intimidate all the others… they decided who the driller was by fighting...*

A 15-year cultural intervention program saw safety accident rates reduced by 84%. The *Rex and Comus* platform is now one of the top industry performers on indices of safety and performance.

What were the interventions?

1. **Shift goal orientation.** The company sought to shift the men's goals from self-validation and proving their 'masculinity' to goals larger than themselves, such as protecting their co-workers and effectively accomplishing their work.

2. **Purposeful Vulnerability.** "Expressing one's vulnerability in service of work goals:"

   - Reminding people to wear safety gear

   - Being Ok to say in a particularly rough helicopter ride "I don't feel safe"

   - Offers to help with physical tasks, "we need 3 guys on this"

   - Routinely acknowledging one's own and other's physical limitations

   - **Technical domain.** A change from hiding limitations or mistakes to bringing them to the fore.

     – Recruit training changed from:

       > *"you were a hazard to them because you didn't know anything, and they didn't help you because you were a waste of time"* to:

       > Training and mentoring new workers, encouraging them to ask questions

     – Learning on the job. Analyse mistakes, rather than blame. Achieved through group discussions, where workers were encouraged to regard mistakes as inevitable and an occasion for learning

   - **Emotional domain.** Workers were encouraged to share and open up because it might impact safety. An example was a father whose daughter had been shot at in a car, he explained this to his peers and said, "If you would all please keep me focussed and understand if I'm a little distracted I'd appreciate it"

3. **Competence linked to Work tasks.** (De-coupling masculine identity from work function).

Key findings of the Study:

Masculine identity is socially constructed and mutable; organizations can disrupt its negative aspects through interventions which release men from societal pressures to adopt 'hegemonic masculinity' norms and conceptions

> *We argue that problems associated with masculinity lie not in masculine attributes per se – many tasks require aggressiveness, strength or emotional detachment – but rather, in men's efforts to prove themselves on these dimensions...*

> *when enacted in service of the work rather than in defense of a self-image, masculine attributes can be a valuable resource.*

> *Men's mutual expressions of purposeful vulnerability produced deeper, more intimate co-worker relationships in which they could express a broader repertoire of personal qualities – qualities that were responsive to the dictates of their work rather than to the dictates of conventional masculinity.*

The lesson of Achilles

The *Rex and Comus oil rig platform case study* demonstrates the lesson of the great Greek mythical warrior Achilles, (Figure 31). Men are stronger, more successful, healthier and happier when they acknowledge and account for their vulnerabilities. Achilles undoing was his inattention to his one vulnerability – his heel.

Figure 31 Wounded Achilles

Positive masculinity

Chief of Army, Lieutenant General Angus Campbell (left), DSC, AM, and Warrant Officer Don Spinks (right), OAM, Regimental Sergeant Major of the Army, meet Cadet Blake Stevens from 40 Australian Cadet Unit in Norlunga, South Australia, during the Chief of Army Team Challenge Trophy at Gallipoli Barracks in Brisbane on 21 May 2016.

Psychology researchers, Mark Kiselica and Matt Englar-Carlson, noted that the bulk of masculinity research focused upon the negative impacts of masculine norms upon boys and men, plus 'dysfunctional masculinity' and how boys and men could be helped to recover from this. To expand the discussion beyond 'problems with men,' they developed the 'Positive Psychology / Positive Masculinity' (PPPM) Framework[330] which orientates around 10 representative positive traits, (see Table 3).

Table 3 Ten positive aspects of masculinity[331]

No.	Attribute	Explanation
1	Male relational styles	Have fun and develop friendships through shared activities with an action orientation. (Sport, video-games)
2	Male ways of caring	Have an expectation that they must care for and protect others. High levels of action empathy – i.e. will take action in response to others concerns.
3	Generative fatherhood	Respond readily and consistently to child's development needs over time. Foster positive emotional, educational, intellectual and social growth of their children.
4	Male self-reliance	Expect to use their own resources to solve their problems, and to assist others.
5	The worker/provider tradition	Work provides men a sense of purpose and meaning. It is a central component of male identity and self-esteem.
6	Male courage, daring and risk-taking	When mustered for worthwhile risks – male courage, risk-taking and daring is admirable. Boys and men with good judgement can distinguish between worthwhile risks and foolhardiness or recklessness.
7	The group orientation of boys and men	Feel comfortable in and value groups which provide an important source of identity and community. Some research shows men spend more time in coordinated group activity and women spend more time in dyadic interaction. (One on one communication.)
8	The humanitarian service of fraternal organizations	Through history there have been many fraternal organisations with mandates to make the world a better place.
9	Men's use of humour	Males use humour to attain intimacy, have fun, to build friendships, to reduce tension, handle conflicts and as a healing and coping mechanism in times of stress.
10	Male heroism	Throughout history, heroic men have demonstrated exceptional nobility in the way they lead their lives, overcoming great obstacles and making great contributions to others through extraordinary efforts.

While the authors accept that these ten strengths are social constructions and they are not unique to men nor biologically determined, they suggest that "positive male socialization teaches boys and men to express these strengths in a manner that is different from the way girls and women express these attributes."[332] They argue that working through the strengths lens is a far more productive way to assist men overcome their unique challenges and lift their performance than previous approaches which have focussed upon over-coming dysfunctional attributes of hegemonic masculinity. Another angle on this issue is an analysis of the Captain America movie character[333] who is described as inherently good, humble and a protector, with his key one liner, "I don't like bullies."

The discussion and focus on positive masculinity is still a new field. For the Army, this discussion would overlap and easily connect with existing training curricula in military history, ethics and leadership.

A former Australian Army soldier from the Special Air Service Regiment during the Z Special Unit plaque dedication at the Austalian War Memorial in Canberra on 1 August 2016.

Masculinity studies and military planning

Afghan National Army Sergeant Islam (left) and Warrant Officer Class 2 Medic Robert Cuttler from the 7th Battalion, The Royal Australian Regiment Task Group at Multi National Base – Tarin Kot, 2012.

Masculinity studies and the human dimension

A recent publication on the nature of masculinities in Afghanistan[334] highlighted arrays of insights important for better understanding the 'human dimension' and, thus, crafting the best strategies and interventions with the Afghan population (see Box 14). This example raises questions about the role of 'Gender Advisers'(GA) in ADF operations and exercises. Should they routinely also consider 'masculinity' aspects and if so, what does that imply for training, workload and numbers of GA needed? Or, should such analysis be incorporated into mainstream intelligence activities?

Box 14 Case study: Understanding the human dimension – masculinities in Afghanistan[335]

- **Strongly established roles of Afghan men:**

  - 'Nafaqah' providers – responsible for ensuring their wife and children are provided with all of their living support needs– such as money, a home, education, health care

  - Ensure family security

  - Head of the household – command respect and authority in the family

  - Can be relied upon by the wife

  - Sole breadwinner

- **High Pressure.** The expectations upon men are so high that those who fail to meet such expectations have been found to descend into depression, alcoholism or work alcoholism

- Understanding the very deeply established role men have to guarantee family safety and security underscores the risks associated with the tactics which offend these sensibilities

Similarly, David Duriesmith uses Connell's concept of 'protest masculinity' to analyse the Sierra Leone civil war of 1991 to 2002. 'Protest masculinity' refers to the idea of men performing and claiming masculine status and power without changing their actual political or socially validated manhood status. The 'protest masculinity' lens proves very useful in illuminating some of the causes and accelerants of this conflict, and therefore, would also be useful for creating effective responses. It would likely also have application to the ways in the Daesh threat is conceived and countered. In summarising his analysis, Duriesmith writes:

> *The patriarchal social order within Sierra Leone created in the RUF [Revolutionary United Front] an ideology that suggested that 'true manhood' was inaccessible to those young men who were poor, unmarried or stigmatized, and that violent domination of others granted masculine status. The politics of protest masculinity provide a meaningful basis to understand organization of violence in the RUF, the tactics that were used and the targets that were chosen. The original cause of conflict was a gender order that told young men they should be powerful without providing the mechanisms for them to attain that status.*[336]

Sapper Luke Phillips (left), from 21 Construction Regiment, measures a wall for fittings while Indonesian Army soldier Perada Bambang Irawan continues rendering a wall on a new medical facility. Both are members of an Australian-US-Indonesian military team building an emergency room for the small Indonesian town of Melonguana in the North Sulawesi island of Talaud as part of Pacific Partnership 2012.

Gendered military discourse

Another area of research to only briefly highlight here is the idea that present day approaches to international relations, security and military strategy are themselves highly gendered. Work in feminist international relations[337] and gender and international security[338, 339] examines these types of constructs in depth, but mostly from a female lens. Masculinity studies in the areas of international relations and conflict studies is still emergent but promises to enrich the evolving discussion around gender and security. It would seem highly risky and inadequate to do one without paying attention to the other. For example, considering the large global 'woman and development' agenda, Connell warns that these initiatives will not reach their potential if masculinity studies are not incorporated into the overarching approach.[340] The same may be true of the way gender is approached in security operations. Gender and international relations/security is an enormous field; here, I wish to focus on only one aspect of this debate: military discourse.

Discourse analysis

Nagel proposes that to gain authority and credibility, political leaders feel compelled to infuse their language, and especially their discussion of security issues, with hegemonic masculinity ideals. Roosevelt is offered as a case study of this phenomena. Born a "sickly child and labelled a privileged dandy in his youth," Nagel describes how Roosevelt, who "was subjected to humiliating attacks on his manliness early in his political career," reinvented himself as a 'man's man' by transforming into a rugged cowboy, buying a ranch and writing books about his tough living out West. Later, his speeches reflected a "racialized, imperial masculinity, where adventurous, but civilized white men tame or defeat inferior savage men of colour, be they American Indians, Africans, Spaniards, or Filipinos."[341] Nagel writes:

> *Given the close association between nineteenth and twentieth century ideologies of masculinity, colonialism, imperialism, militarism and nationalism, given the fact that it was mainly men who adhered to and enacted them, and given the power of those movements and institutions in the making of the modern world, it is not surprising that masculinity and nationalism seem stamped from the same mould – a mould which has shaped important aspects of the structure and culture of the nations and states in the modern state system.*[342]

Nagel suggests this infusion of military discourse with hegemonic masculine ideals continues in the modern day. Sexualised language equates various military options as either reinforcing or invalidating the State's masculine power:[343]

- *Bend Over Saddam*

- *The US is Spreading its legs for the Soviet Union*

- *The Rape of Kuwait*

A separate study, by Kevin Coe and other authors, examined how George Bush used a similar rhetorical strategy to invoke and legitimise support for the Iraq War.[344] Coe writes:

> *Bush employed a discourse rich in highly masculinized language, emphasizing among other themes, the metaphor of "the hunt" and the mythic notion of the 'old West.'*[345]

> *The president worked to (re)construct a highly masculinized identity by presenting his views as having crystalline clarity and being definitely decided... representing himself as bold, focused, and certain, recaptur[ing] the "tough Texan" identity that had previously served his political fortunes so well...*[346]

There were other gendered features of the Iraq War discourse. In 2004, for example, Dick Cheney mocked John Kerry for wanting to fight a "more sensitive war on terror, as though Al Qaeda will be impressed with our softer side." This language, Coe suggests, characterised Kerry's strategy as being 'effeminate' and, thereby, emasculated John Kerry and discredited his approach. Coe also found that in the immediate aftermath of the '9/11' attacks:

> …the majority of those who made decisions about the United States' response were men – as were those who were allowed an opportunity to comment on this response in the press – while women were depicted in relation to the attacks primarily as victims.[347]

In the U.K. when MP Charles Kennedy spoke against the Iraq War in 2003, *The Sun* newspaper had an entire front page article devoted to labelling him 'spineless.'[348]

Member of Parliament Julian Hill with Australian Army officer Major Sam Waite, at Parliament House Canberra, as part of the Australian Defence Force Parliamentary Program, 2016.

Reflections – the fog of war and the need for clear security discourse

Given the notorious problem of the 'fog of war,' it is important to de-couple the security discussion from gendered notions which may distort analysis and decision making. This distortion can occur in two ways:

- **Individual or group ego**. A desire to maintain or enhance a person's or group's masculine identity may skew decision-making

- **Problem framing**. 'Gendered lenses' may impact early mission planning by framing the issues to be considered in such a way that even before analysis, planning and decision making occurs, other options are discarded.

Conversely, the worrying aspect of some feminist, but also wider, social discussion on this issue is the assumption that warfare is merely a masculine hobby horse, a playground or grand arena for various males to practise and test their masculinity, rather than something which, at times, is necessary to protect populations or groups of people. Nor does it fit with the historical and current-day record of some women leaders and citizens choosing to use armed force in some circumstances. The situation of 'battered wives' using violent force (murder) as a final and extreme way to protect themselves against particularly vicious experiences of domestic violence, which is dealt with by Australian Courts in various ways,[349] is an example of the complicated nature of violence.

The use of violent force is sometimes legitimate; however, this serious analysis must not be distorted by:

- desires to maintain or enhance the hegemonic masculine identity of individual leaders, groups or Nation-States, nor

- characterising some warnings, ideas or plans as mere bravado, with no substance

The public discourse must be alert to the use of gendered language which may delegitimise worthwhile approaches.

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PART III: IMPLICATIONS

Timor-Leste Defence Force personnel at the official opening of a new accommodation building at Metinaro Military Base in Timor-Leste during Exercise Hari'i Hamutuk on 3 November 2016.

Chapter 6: Teamwork

*Australian Army soldiers work together in the joint operations room
at Gallipoli Barracks, Brisbane, on 14 November 2016.*

The first rule is therefore to enter the field with an Army as strong as possible[350]
– Clausewitz

*The ethos of the Army is that of the soldier serving the nation: mentally
and physically tough, and with the courage to win. We fight as part of a team,
and are inspired by the ANZAC tradition of fairness and loyalty to our mates.
We are respected for our professionalism, integrity, esprit de corps and initiative.*
– Australian Army

Introduction

This section reviews the different nature of future Army teams as well as risks to Army effectiveness through not investing enough in developing strong teams. It suggests some practical ways to lift the performance of mixed gendered teams and explores other ways teamwork might need to be conceived to match the future operating environment.

The importance of teamwork

If the future security environment involves, at a minimum, complexity and more likely at least some chaos, High Performing Diverse Teams (HPDT) will be one of the most important capabilities Army can create. To succeed in the future operating environment, it will be increasingly important to incorporate input from diverse people such as technical and scientific experts, representatives from varied cultural groups, people who work offsite, Police, SES, customs and quarantine workers, NGO staff, policy makers from other Government Departments, industry representatives and the like. The Army itself will likely comprise more technical experts and specialists in its ranks. This is already happening of course, but there is likely to be more of it in the future. It will also likely occur at all levels – from tactical sections through to strategic high-level planning teams. Operating within various forms of *Joint, Interagency, Intergovernmental, and Multinational* (JIIM) teams may increasingly become the norm.

Team of Teams. General Stanley McChrystal's book, Team of Teams (ToT) is a magnificent study on teamwork and complexity. He articulates perfectly why cohesive teams are crucial to military capability, deeply considering how 'trust' is developed within huge JIIM-like inter-agency operations. His approach (Box 15) is complemented by this paper's zoomed in lens on the 'gender dimension' of teamwork and attention to the more micro considerations of diversity within small teams.

Box 15 General Stanley McChrystal: 'Team of Teams' (ToT)[351]

On assuming Command of the Joint Special Operations Task Force in Iraq in 2004, General McChrystal was staggered to observe that his vastly better equipped and trained forces were being outmanoeuvred by Al Qaeda. He quickly assessed that the key capability discrepancy was in their respective approaches to teamwork and ability to operate as a network.

It was the "near-telepathic connection" of Al Qaeda operatives, he writes, that enabled them to tragically, conduct the destructive 'sewage plant' bombing in Baghdad in 2004, despite numerous hurdles they encountered in execution of their plan.[352] Later he describes the "mysterious fluidity of AQI's network." [353] He contrasts this to the fractured connections between various specialist teams and agencies within the coalition forces which allowed Abu Musab al-Zarqawi's forces to savage Iraq from 2003 to 2006.

> *By this point I knew that defeating Zarqawi and his organization could not be accomplished by a traditional command – even a command composed of such capable teams as our own. We would have to match AQI's adaptability, while preserving our own strengths, and this would necessitate an unprecedented transformation – it would require a true team of teams. Accomplishing this would involve a complete reversal of the conventional approach to information sharing, delineation of roles, decision-making authority, and leadership.*[354]

Over a mere two-year period, McChrystal transforms his forces approach to teamwork and they regain the initiative and control of the security environment: in this context, a new approach to teamwork was the key discriminator that allowed military success. Not equipment, not technology, but teamwork.

Gender and ToT

To borrow McChrystal's terms; the key to successful gender integration may lie in creating a 'shared consciousness' or contextual understanding of the still in-flux gender dimension. A 'shared consciousness' of these issues might itself, with no further direction required, immediately start to alleviate the 'pain' of innumerable misunderstandings and instances of cognitive bias that may currently hinder some mixed gendered teams.

McChrystal's most important lesson for the Australian Army is that 'teamwork' became, in this context, a key combat discriminator; the factor that determined ultimate success or failure on the battlefield. This is why teamwork must remain in focus and prioritised as National defence experts consider funding and investment activities related to future Army, and indeed, ADF, capability.

Teaming. Another instructive approach is the concept of 'teaming'[355] which comes from the business world. This involves rapidly assembling a team which comprises the exact range of experts and skills to match the task or problem at hand. These teams may only work together for a fortnight, several months or a year, as the task requires, and their composition may change as the task itself changes.

These sorts of quickly-assembled and / or JIIM-type teams differ greatly from the standard all-Army section, platoon, company or operations planning team who have had similar training and usually, depending upon posting cycle, have had a long opportunity to get to know each other's strengths and weaknesses and form a cohesive sense of identity. To create HPDT, what extra steps are required? How do team members quickly understand each other's more varied skills and abilities, methods of communicating and cultural norms? Is it possible to fast-track trust building processes? One of the many aspects to such a team's success will be the creation of an equitable gender environment.

Is Army ready for such teams?

Army's ability to create an 'equitable gender environment' will be contingent upon how well it collectively understands gender issues. This, in turn, depends upon helping Army members to gain a sophisticated understanding of these issues. As discussed earlier, although good work has been done in a short time with existing resources, it is likely not enough for the scale of the task ahead and will not properly prepare Army for 2020 to 2050.

Upfront, it is worth noting that the while the next section of this paper identifies some challenges with 'gender and teamwork,' that this must be viewed in context of what is, in the majority of the Army, a strong team environment. See Box 16 for examples of the wider 'good story' that exists. The number of in-service marriages might also indicate that male-female relations in the Army are not all bad. This discussion does not mean to insinuate that the problem is wide spread, but rather to 'shine a torch' on the types of troublesome dynamics that can occur when gender dynamics are not well understood or managed.

Box 16 Gold-star gender inclusive moments from males

- *"He listens to your opinion and treats your ideas with respect. That's the main thing I like about him"*

- Royal Australian Corps of Transport (RACT) Corporal 15 years ago: *"Male and females, they are just bring you different problems, it is no big deal. The bloke will get drunk; have a fight at a nightclub and end up in jail. The female will cry in your office about something. Both issues to deal with; but just different. In the end it is just about people management skills, no biggy. They both have their weaknesses and their strengths"*

- *"You can just talk with him about the gender issue, even have quite a robust and frank discussion, but once that's over, it's all left in the meeting room. It's not personal, just trying to bridge the misunderstanding barriers"*

- *"He set a goal for me that was far higher than I would have considered for myself"*

- *"He went in to bat for us with the Brigade Commander to have an all-female Obstacle Course team"*

- *"Do you wanna come on a patrol with us?" East Timor 1999; Iraq 2004. "Yes!"*

- *"Do you wanna have a go driving the triple-road train?" "Yes!"*

- *"I was knackered, I hadn't slept for ages. He made me a hot brew, put it on my desk and walked off – without a word"*

- *"At Physical Training, the male boss ordered that the music be changed as the song lyrics were highly derogatory towards women"*

- *"He acknowledged my fighting spirit"*

MARATHON TEAM: (L-R) Members of the Australian Army team, Major David Thomson, Bombardier Mitchell Hancock, Sergeant Tania Milligan and Warrant Officer Class Two Steve Abbott celebrate after competing in the 2014 Marine Corps Marathon on October 26.

Australian Army veterinarian Lieutenant Colonel Ivor Harris (left) and veterinary nurse Private Amanda Midgelow perform minor surgery on local dog 'Scrubby' as part of the Army Aboriginal Community Assistance Programme in Laura, Cape York Peninsula, northern Queensland, on 23 August 2016, to help ensure good public health outcomes for the community.

Impacts upon teams: When gender-dynamics are mismanaged or misunderstood

Unintended and Unconscious Offence (UUO) syndrome

'Unintended and Unconscious Offence' (UUO) syndrome refers to incidences where males or females are genuinely trying to act in an ethical and inclusive manner; however, they end up not doing so due to unconscious ignorance of gender issues at a deeper level (See Box 17).

Box 17 Unintended and Unconscious Offence (UUO Syndrome) – examples

Example 1: The 2-Star meets Dr Sheila Brains. Dr Brains is a world-renowned expert in an aspect of Asia-Pacific policy; she looks a little like a grandmother, she is short and has wiry grey hair. She meets a senior U.K. Military Officer who proceeds to 'tell her how it is' in the area of her expertise. Dr Brains is full contempt for him. She happily recounts the story of what an absolute moron this man was to anyone she encounters, including her influential colleagues and her students. The 2-star is blissfully unaware of the damage he has done to his own reputation and that of the military.

Example 2: Mother departs work at 3pm. Male colleague jokes to her, "sneaking off early hey? Tut tut tut." Mother is highly irritated! Doesn't he realise I am taking a pay-cut to work part-time, am working longer than my allocated hours; that I do work at home after kids go to sleep and yet I am characterised as slack and lazy! He should know that a woman leaving at around school pick-up time is unlikely to be a case of someone slacking off at work. "Oh, he is a nice guy", she says, "but just no idea, clueless."

Example 3: Male deliberating on a decision is 'emasculated' by gendered language. Female peer says to him, *"don't be such a wimp, you've got no balls"* laughs and shakes her head. Male feels humiliated, but worries that saying something might lead to more attacks on his masculine identity. Later, he takes his anger out on an unsuspecting soldier.

Example 4: The single woman at work slightly stressed with big deadline. Helpful male colleague – *"You need to get a man"* which is the politer, slightly improved version of *"you need a root."* This sends the message that 'you are wrong as you are – you do not fit into an acceptable stereotype.' It reinforces some traditional views that single women are a threat, compared to safe married women.

Example 5: The male boss briefing his mixed-gendered unit. The male boss uses terms such as *"men, you've worked hard these last few months… remember that you are also husbands and fathers and make this part of your priority as well…."* Various female members of the unit feel ignored and also disillusioned that despite the massive assortment of external reviews on gender issues, some Army leaders appear not to have absorbed this information.

Example 6: The platonic hug from the supportive boss. The supportive male boss decides to hug a female subordinate. She is aware of Army's old 'no touching policy' and is immediately offended. He should know that! She is also concerned that fellow male colleagues see this and assume favouritism. Instead of focusing upon her work, she ruminates on this: 20 years of hard work and getting up at 2am to solve all sorts of ADF problems and tireless work is now irrelevant; people will deduct that her promotion is due to her being the bosses pet. She feels her professionalism has been utterly undermined and wonders why male colleagues aren't also receiving hugs.

The above-described UUO examples could be dismissed as the inevitable friction and misunderstandings that occur between the sexes; however, although minor incidents, they can still have negative effects on teamwork if they are repeated and prevalent. They are also increasingly out of step with societal norms.

> *Agree the UUO syndrome....have sadly seen it too often. Classic was recently when I saw a senior officer's personal response to the public delivery of a detailed briefing by a well-respected senior female academic. All he could talk about was her clothing… I couldn't help but internally comment... 'but what about her work!?' (MALE)*

Confusion and frustration – 'storming and norming' at the small team level

Uncertainty about gender issues and a lack of higher level guidance on the 'nuts and bolts' of applying such ethics in the work place can mean that individuals in teams end up slugging it out with each other trying to sort out new norms. At one end of the spectrum, unconsciously chauvinistic males may encounter highly gender-aware females and the result can be explosive: mutual disdain and conflict. At the other scale, others may choose to 'play it safe' and so withdraw from interacting as much or as openly with other colleagues. Overall, lack of gender understanding risks creating a team environment of superficial politeness and tolerance, or at worst, nervousness and suspicion.

When this environment is combined with a lack of mechanisms to defuse situations and easily resolve misunderstandings, the tension escalates. The hint of a complaint or concern, and a perception that this is an immediate career destroyer, can send people into fear and panic. The stakes have become so high that people may not complain until a situation escalates to a very unhealthy level. There is also the confusion around this perennial question: "Is this a gender thing? Or is this just an arrogant, condescending or rude person?" The cumulative result of UUO incidents, confusion, distrust and divergent perspectives on gender issues can damage team effectiveness.

Australian Army soldier Private Melanie O'Sullivan hands over her survival kit to Australian Army soldier Patrolman Naverone Salerno, from North-West Mobile Force, at the beginning of the survival phase of Exercise Kowari, being held in the Daly River region of the Northern Territory, on 4 September 2016.

Impacts on team leaders

This type of situation also affects the standing of leaders. If a male or female leader demonstrates prejudice or ignorance of some gender dynamics, they risk losing respect and steadfast loyalty which may be crucial in difficult operational circumstances.

- **Male leaders** may be viewed as being 'weak' – that is – they are considered as not being strong enough to cope with highly capable women
- **Women leaders** who display embodied chauvinism may be judged particularly harshly; as Madeleine Albright said, "there is a special place in hell for women who do not help other women"

The problem with being the 'enforcer'

In addressing gender equity issues, there has been much discussion about moral courage, not being a bystander and sorting issues out at the lowest level. There are circumstances when this is absolutely the right approach, but there are also others where it reflects laziness and timidity at the over-arching organisational level.

Many Army members are tolerant and team-minded people; they often prefer to brush off potentially offensive minor issues with a comment like: "oh yeah that's just the way Person X is." There is a clear difference between someone whose behaviour reflects a lack of gender awareness and someone who consciously holds ill-intent. However, there are problems with not 'rocking the boat' and ignoring UUO Syndrome. It leaves the Army exposed to individuals making mistakes of varying levels of seriousness or at least damaging the level of trust and cohesion within teams. In the long-run, taking the case of females treated in an unconsciously biased or offensive way, which is the more common incident, it may be a higher form of loyalty for such females in the Army to 'rock the boat' and draw male peers attention to out-dated viewpoints; although, this can be difficult to achieve in a team environment.

However, a legitimate question to ask when considering this issue in a large institution is the following: is it the individual's role to try and educate colleagues? *Pathways to Change* boldly launches a plan to increase the number of women in various areas. This is a strategy which an external ADF commentator, Julia Terreu, mocked as representing the flawed "add women, and stir syndrome."[356] A common phrase used in civilian contexts is, '*don't count the women, make them count*.' Simply adding more women to teams so as to create cultural change could be regarded as the lazy approach to cultural change. It places the burden of being the educator and subtle enforcer upon individuals who would rather be focused upon becoming accepted and valued members of the team. If they dare to take on the enforcer role, it can cause subtle alienation and resentment. How many are going to confront bosses who write their reports?

One must ask also about the practicality of this approach. Is it feasible for one individual to try to influence an aspect of group norms when the larger group lacks a broader contextual understanding of the issues involved? Some males may simply not understand a female's point and may dismiss it with a de-valuing comment such as '*emotional chick*.' The insights from gender theory discussed earlier highlight how deeply entrenched notions about gender identity can be. Given this, is a ten-minute discussion really going to achieve much? Drawing again on General McChrystals' wisdom, there is a need for 'shared consciousness' which takes substantial efforts to develop.

Other team dynamics

Further investigation and discussion would be needed to confirm the present cultural climate and state of Army team dynamics, which will vary widely by unit and region, and be dependent upon leaders and influencers in each group. However, it would be prudent to be alert to these types of dimensions:

The 'Smacked Puppy' problem

Consider the situation where a homeowner discovers that their new puppy has peed on the expensive new Persian rug, and they promptly smack the puppy, who immediately starts whimpering. The puppy has no idea why it is being smacked as it has not yet had any puppy training (Figure 32).

The 'smacked puppy' scenario is a metaphor for the Army team situation whereby one team member – let's call them the 'enforcer' – is offended and confronts the perpetrator to deal with the situation on a 'one-on-one' basis. It is a case of 'Unintended or Unconscious Offence' (UUO). Through the discussion, it becomes clear that there is a major comprehension problem; the 'perpetrator' does not understand the issue, but, out of a sense of goodwill or fear, advises they are sorry and adopts the 'smacked puppy' expression. The 'enforcer' is left feeling firstly, frustrated that the 'perpetrator' does not understand, and secondly, guilty for 'smacking a puppy' and having to face their confused, upset face. Thirdly, they may feel annoyed that they must take on this 'enforcer' role in the first place, as it seems no one in the organisation is organising any, enough or adequate puppy training.

Figure 32 The smacked puppy doesn't know what it has done wrong

Residual hurt

For some longer-serving females, the issue of equity will still be raw as they recall past events and instances in the light of a new cultural regime. The impact of this may be lingering hurt, suspicion and impatience when equity transgressions occur again. They may be less tolerant and more likely to 'hit back.' Having previously put up with a lot, and having been promised a new post-Jedi realm of fairness, some women may now struggle to tolerate even minor equity slights.

Backlash, reluctance or disinterest

The extent of backlash, reluctance, disinterest or resentment at *Pathways to Change* (PtC) related initiatives would require more rigorous investigation than is possible in this paper. It is a complicated issue as attitudes would vary over time and 'popularity' of equity/diversity measures does not relate to whether they are needed or not. However, the sample of comments from people interviewed in preparing this paper highlights the possibility that some tension exists; this remains an issue for an Army which seeks to create a cohesive team environment:

I agree that there is widespread ignorance of the thinking that underwrites much of the cultural reform policy that is currently playing out…. perhaps what you have underestimated, is the explicit rejection of this body of work. What also has to be contended with is the group of males who explicitly reject gender studies, any notion of political feminism and so on.

There are educated and intelligent people within my cohort, at least, who might well agree with basic notions of equality and so on, but will fight tooth and nail against ideas, phrases and any association in general with things they deem to be 'feminist.' I think it is worth noting that, often enough, females are just as or more emphatic in this regard as their male peers. (MALE)

As per the above quote, it is likely that, in some areas of Army, there is resentment about the gender discussion. Much of the discussion over the last few years (and admittedly even in this document) is about 'what men do wrong', and there is an element of generic male shaming. Individuals feel guilt by association:

I feel like I have to continually apologise because I'm an arms corps Officer. (MALE)

◆

PtC? A painful memory, make it go away. (MALE)

A perception by some that equity issues are not dealt with fairly, risks eroding support for cultural renewal initiatives in general:

There is a perception in my cohort–whether this perception is justified or not, it is mutually reinforced by a critical mass of males who hold the opinion – that 'unacceptable behaviour' issues are typically dealt with in a reactionary and heavy handed fashion by the chain of command. While the organization 'talks the talk' about 'resolution at the lowest level', many of my peers very much believe that the processes surrounding unacceptable behaviour issues cannot be trusted. (MALE)

There is also the issue that PtC initiatives are perceived to have had and may actually have had differential impacts, benefiting women, but perhaps perceptions of disadvantaging men:

PtC has been great in that now I do feel much more able to speak up about flex-work arrangements whilst having a family, before I would have been worried… (FEMALE)

◆

PtC – It is has definitely created a big shift, it was needed. (FEMALE)

◆

I remember this male digger looking really embarrassed and confused asking if flexi-work was available for men/fathers too… (FEMALE)

The result of such grievances and differential impacts may be subtle backlash, or simply reluctance, which is evidenced by passive-aggressive behaviours which fly 'under the radar,' such as:

- Males resenting or being judgemental when females are promoted or achieve awards, viewing it as undeserving, and insinuating this to the women directly or others, thereby undermining women's achievements or authority
- Being polite, but otherwise unengaged with peers of the opposite gender
- A lack of genuine friendliness and inclusive behaviour, such as cc'ing people on emails that might relate to them or sharing information
- Giving the 'boring jobs' or tedious tasks to women
- Not acknowledging successes or contributions
- Excluding people from meetings
- Not replying to emails
- Inattention to managing subordinate's professional and career development
- Not being willing to discuss their work or ideas
- Displaying reluctance, boredom and sullenness at equity training; compulsory Domestic Violence training or other similar initiatives
- Wet-blanketing new ideas, road-blocking enthusiasm. This is when an individual is excited with a new idea, or is gaining momentum and energy in their work, and instead of nourishing and encouraging the growth, others pointedly ignore it, create delays and undertake other passive-aggressive measures to try zap the energy of the initiative.

Considering the above types of negative team dynamics, it can be seen that if gender issues are not well understood and properly managed, the result can be a damaged team environment which, in turn, means damaged capability.

Practical ways to optimise mixed-gendered teams

Mechanisms to manage misunderstandings and interactions

Discussions with select Army representatives reveal that among some, there is a perception that the response to equity incidents is overly heavy-handed, while others consider issues are brushed over. There were also great concerns about sensitivity in handling complaints, people's confidentiality being betrayed, plus the need to manage rumours and perceptions that get out of hand. Poor handling of complaints further weakens team strength and cohesion.

Others have noted that because so many issues are elevated to the Commanding Officer level, this over-burdens and cripples the Command function of a unit. There is an urgent need to consider simple mechanisms of resolving misunderstandings and addressing issues before they become over-heated. Army is refining the complaint handling process so issues can be resolved more quickly and simply. This is good, but here is another idea: how about create a second category for issues which might be better regarded as 'irritants' as distinguished from 'serious' issues?

A process for diffusing 'irritants'

'Irritants' are minor misunderstandings or instances of UUO which can create disharmony in the team. If there are too many or they are repeated, they can escalate to a 'serious' issue. Simple ways can be found to deal with irritants. For example, units or workplaces could create an anonymous 'irritants complaint box,' which a designated person – the Equal Employment Opportunity (EEO Officer), Company Sergeant Major (CSM), or Adjutant (ADJT) for example, could routinely clear. An example of using non-confrontational ways of intervening is seen in new approaches to managing crowd behaviour at Australian football matches. Patrons can text an 'anti-social' number and then security people will discretely turn up at the troubled location. Likewise, in units, discretely reported irritants can then be addressed in a low-key and less individually confrontational way through routine unit briefings activities. Irritants might include clarifications like this:

Australian Army officer Captain Stacey Austin, Chief of Army's aide-de-camp, is briefed about the Tiger armed reconnaissance helicopter by a 1st Aviation Regiment pilot at Battlegroup Griffin's position in Port Pirie, South Australia, on 1 July 2016 during Exercise Hamel.

- Physical Training Instructors (PTI) yelling at the group: "find some mongrel dog" is not a gendered insult, deal with it

- Do not wear overly skimpy bathers to Physical Training (PT)

- Males, stop 'mansplaining' – speaking to females as though you are their father. If you are the same rank, you are the same rank. Equality, work it out

- Insensitivity to pregnant women workers and the pressure of 'judgements.'[357] Could people stop running a public commentary on Private Brown's pregnancy, keep your advice and comments to yourself

I read the book 'Difficult Conversations' by Douglas Stone and think that if people adopted a lot of what is said in that book we would have a lot less problems. A lot of people are simply very socially unaware, it is rare that people are purposefully intending to be malicious and hurtful. What is even more difficult is when something has happened is to speak up and to understand one another. Because I agree that there are very obvious differences between men and women, but when the lines of communication are open and flowing I don't think the gap is anywhere near as big, and there are no problems or issues that aren't passed quickly.

It is a matter of educating people on emotional intelligence so that they are more socially aware of other people, and also on the appropriate ways to have difficult conversations when the inevitable does happen. I think this also broadens people's minds to better understanding personality types and how to approach them about different topics including gender. (FEMALE)

A different approach to discipline

To reduce the 'career-destroyed' fear, the methods of 'disciplining' people who make equity errors could expand. There is a difference from those who have ill intent and those who are just gender-unaware or still learning. Those people who are deemed as 'still learning' could be given 'extra duties' which assist them to fill their knowledge and understanding gaps. For example:

- Prepare a book review of one of the books listed in Annex B

- Prepare a briefing for the Section on the topic 'Victim Blaming'

- Watch the You-Tube talk on *Gender as a Spectrum* and back-brief on it

- How does behaviour xyz, relate to Army's values? Discuss

- Write a 1000 word paper on a historical or present day notable female leader

However, in addition, disciplinary action is sometimes required. How does the gender equity issue fit into the realm of standard unit discipline and morale? How are 'under the radar' type transgressions, like those discussed earlier, monitored and addressed? Who is actually keeping an eye out for such things? Do they know what to look out for? What are the subtle ways in which cognitive bias manifests itself and, again, 'who' in Command teams is keeping a side-eye out to identify and remedy such circumstances? Are there any monitoring tools at the Commanders disposal? Who is noting the dominant content and authorship of Australian Army Journal articles, for example? Anyone? This issue requires further thought and the development of pragmatic approaches, perhaps developed and shared through CO/ADJT and RSM/CSM networks.

Men's point of view?

Australian Army soldiers take a break from training Iraqi Army soldiers at the Taji Military Complex in Iraq, 2016.

Although men have filled most of the senior leadership positions in the Army, the way mixed-gendered teams have been addressed in the Army has possibly never benefited from a frank and open discussion about what the problems are and possible solutions from their point of view. The requirement has been thrust upon the Army by external political and cultural forces, and this has perhaps led to some males feeling a sense of powerless or exclusion in this conversation, with some historically adopting a disgruntled and resistive stance.

There has been a perception that a culture of value is being destroyed because the dynamics of all-male teams do differ from those of mixed-gendered teams. Hence, there is a sense of grief, invasion and loss. Many men join the Army because they want to work in all-male teams and appreciate the unique bonding that occurs in such environments. Not addressing this in any constructive way leaves the issue simmering under the surface, affecting genuine cohesiveness and trust. What are the concerns from the male point of view and how could these be addressed? Has anyone ever asked men, and if not, why not?

Drawing upon masculinity research, it would seem essential that some safe discursive places are created for males to work through the issues and also be heard. Male gender equity expert Lars Einar Engström suggests that this must be a male-only environment.

As Zimbardo also argued, there is some evidence that for mental health reasons, men do require time in all-male groups. A recent study on the impact of social and environmental stress upon primates found that:

> …primate males …seem to turn to close same-sex companions in stressful situations, indicative of a tend-and-befriend stress-coping mechanism that was previously thought to be characteristic of females.. [358]

This study was reported upon in the media as evidence that 'm*en need nights out with the lads.*'[359] Yet, the results are nuanced, as the study findings also suggested that:

> …the ways in which social mammals affiliate, cooperate, and compete among each other is not fundamentally different in gregarious males and females…[360]

Discussion, negotiations, deal-breakers, boundaries

An unorthodox approach to this issue might involve Army having a much larger internal discussion. In order to create the most harmonious and cohesive solution, the different genders, from different generational groupings, could be asked to consider their highest priorities and deal-breakers. Each gender needs to be given a safe environment to air perspectives and grievances, and discuss and reflect on these issues. Following this dialogue, pragmatic solutions could be developed to ensure the highest priorities of each group are 'locked in' within Army's team and organisational approach. Results might look something like this:

Men – highest priorities:

- In operational roles where physical strength is a requirement, teams cannot be hindered by those who cannot keep up
- A need to keep some teams as all-male, for particular strength, psychological, inter-personal and capability reasons
- In all units, a requirement for some all-male time, some all-male socialising opportunities and spaces

- To be treated fairly and not face a 'career destroyed' situation for minor equity misunderstandings

- To be able to meet fatherhood responsibilities, and take paternal leave without being penalised, either in actual performance assessment or through peer judgement

- To be able to be authentic and celebrated for unique individual or 'masculine' strengths and traits

OPERATION TANAGER, September, 2001. Dads of the Dili-based Force Logistics Squadron received a surprise Father's Day gift in the form of a banner bearing messages of love from their children and loved ones back home.

Women – highest priorities:

- To serve at the 'pointy end'

- Motherhood is a key part of many women's identity. Given limited biological timeframes in which women can become pregnant, they must be supported in achieving that life goal, as needed. While much work has been done and is still in progress in this area, its ongoing refinement will depend upon regular and genuine consultation with a wide variety of Army parents as to how it is working, in practical terms. For example, it would not hurt to gather a group of parents together and run a highly creative brainstorming activity to really dig out the problems and find creative solutions. For example, does Army require some 'floating' roles or some form of robust back-up plan to manage the situation of people in high profile appointments or critical operational roles becoming pregnant

- Physical and psychological safety at work

- The ability to develop their own tactics and approaches, and to shape and influence Army wider strategy, operational designs and tactics

- To be able to raise an equity issue without fear of retaliation; career or reputational damage; being subtly ostracised or other passive aggressive forms of 'punishment' by subordinates, peers or superiors

- To be able to be authentic and celebrated for unique individual or 'feminine' strengths and traits. (i.e. not have to 'act like a man' to be treated as a credible professional soldier)

Captain Sarah Hingston, leading other members of the Overwatch Battle Group (West) – Two (OBG(W)-2) in an aerobic Physical Training (PT) session, 2007.

Another way to think about teams – three sorts of perfect?

There may be merit in Army considering the 'teamwork' question from three angles: all-male teams, all-female teams and mixed teams.

All-male teams

Australian Army officer Lieutenant Tom Folley conducts a chin-up during a physical training activity while on active service in Iraq as part of Task Group Taji, 2016.

Despite the complications of social acculturalisation processes, debates about the 'mythology of brotherhood'[361] and the gender spectrum, it is reasonably apparent to most laypeople that all-male teams bring particular strengths and a certain type of unique energy. Participation in these is important for many. As discussed earlier, there are potentially some mental health reasons to consider. Therefore, could the Army just account for this? Potentially, all-male teams could be tasked to consider values and team functioning in light of new societal shifts in women's roles and insights from masculinity studies.

Men's Sheds are being reinvigorated in the civilian world (www.mensshed.net). Would there be merit in establishing Men's Sheds on major military bases?

This argument relates to the 'respect difference' issue. Army needs to be wary about any approach which seeks to de-gender everyone; this would risk rendering the strengths of masculinity mute. The harder question to ask is how to genuinely work with and respect difference – an argument which applies to men as much as women. What exactly this means in practice, for men, needs more deliberation and discussion.

All-female teams

All-female teams also have their own energy and own strengths. There may be research which similarly finds that women appreciate some time in all-female environments for their own mental health. There is clear evidence of women valuing and gravitating towards all-women groups; it may not be something they want all the time, but as a 'now and then.' For example, there is the popularity of the 'Women Veteran's Network Australia' (WVNA) on social media; female-only gyms, while in the corporate world, there are places like 'Hera Hub' (www.herahub.com) – rental workspaces for female entrepreneurs only. High-profile Australian feminist Clementine Ford writes about the need for 'girl-gangs' where women can rejuvenate, relax and be themselves.[362] The high morale and effectiveness of all-female Kurdish units must also be noted.

An Australian Army women in combat roles activity, part of the Defence work experience program, was held at 3rd Brigade in Townsville, northern Queensland, in July 2015.

However, aside from some initiatives in the Army Reserves (2nd Division), in the Regular Army, this area is virtually untapped. An all-female team environment could help provide the space for unique female leadership and team building styles to develop. This might include new ways of thinking about the operational environment, tactics and planning without men 'cramping' women's style. Hence, Army could consider creating some idea generation spaces that might yield some very useful new approaches which, hitherto, have not been given the opportunity to emerge. A key question when considering this idea is whether or not male leaders will be able to connect to and enable the inner Xena-spirit of Army women to emerge, or whether they will subtlety stifle or suppress this.

On Ex Timor at RMC – the first and only time in my career that I have worked in an all-female team. This whole experience was extraordinary. For the first time I saw strengths (physical, mental, psychological, character) in my female colleagues that I had not seen in the almost four years many of us had known each other. So often the real character of the female was overshadowed by well-meaning male colleagues who would step in and 'rescue' the situation, but this opportunity allowed the females to take control of the very physical situation and work it out in a uniquely female way, while still achieving the mission. All the bravado crap was absent. The females excelled, and I walked away from that exercise with a respect and loyalty for my female colleagues I hadn't had the chance to experience previously. (FEMALE)

◆

The all-female Obstacle Course team we had at the 3rd Brigade was one of my career highlights. We were super focused. We found new ways of doing things, like we'd have one person drop a knee at the 6ft wall so that others could fly over it faster. It was surprising how quickly we clicked into gear as a team and formed close bonds. Our level of determination was very high. We could be serious and intense about this without ridicule; we all cared a damn lot about it. (FEMALE)

When considering the 'how' of all all-female capability, one of the most valuable research papers on this idea is Lieutenant Colonel Luke Carroll's piece, *Raising a female-centric Infantry Battalion: Do we have the nerve?*[363] He argues that a trickle feed of women into various arms corps will not deliver a new or unique capability and outlines various practical ways such a Battalion could be raised. Thoughts on a smaller-scale solution, perhaps as a start point, are described in Box 18.

Captain Annie Cumpston of Headquarters 1st Brigade's Joint Fires Effects Coordination Centre maintains security during Exercise Hamel 2016, at the Cultana Training Area, South Australia.

Australian Army soldier Private Pamela Amber along with the Dusty Feet Mob dance group at the opening night of the photographic exhibition 'Indigenous Australians at War: From the Boer War to present' at the Port Pirie Regional Art Gallery, 2016.

An all-female or female-heavy platoon is attached to a Brigade Headquarters

It develops expertise in dealing with frontline roles specifically related to gender issues such as responses to sexual violence, searching women and training women. It draws upon the experience of those who have recently deployed in 'Gender Advisor' roles on operations, plus analysis of recent female combatants in various areas of the world. It also undertakes training to ensure it is proficient in patrolling and urban security operations.

This team could augment and work with other units as needed to suit the mission. It might be regarded in the same way mortar platoons were conceived – a specialist capability that complements the main force. This all-female Platoon could be tasked to create a centre of excellence in this area, leading to handbooks and pamphlets that capture and disseminate the knowledge. Officers and soldiers could rotate through it as though it was a non-corps posting, such as being an instructor at Kapooka or Duntroon.

When considering training such women, the fitness focus should be upon ensuring they are strong and robust enough to withstand a typical deployment of patrolling each day. This would involve strength and fitness work combined with Pilates or other core strengthening activities. In training, they should not be 'physically flogged' beyond their capability as this will simply mean injuries or people more prone to injury on deployment. In an operational environment, when a person needs to sprint from building A to B, it is not the time for an ankle to give way. Other foci should be weapon skills, self-defence fighting and fighting together to counter any strength imbalances.

Physical strength

Physical strength has been a focus of the discussion about how women are employed in the Army for decades. While many women are extremely capable in various tests of endurance (Figure 33), it is well known now that this focus skews and limits the discussion. Nancy Wake AC GM did not need to pass the SASR selection course to be usefully employed in WW2. This was even though her work required her to undertake several heroic physical feats – without notice or training – such

Figure 33 Junko Tabei

The first woman to summit Mt Everest (1975). Image reproduced with permission of the Ladies Climbing Club of Japan ©

as bike-riding 200 kilometres over mountains in one and half days, all the whilst still needing to look like a local housewife in a neat, floral dress, with a string shopping bag by her side. It also worth remembering that in a hand-to-hand combat situation, aided by the art of surprise, she did kill a Nazi soldier with a karate chop to the neck.[364] Kurdish women fighters do not appear to be super athletes, but they are capable of long days lugging gear. Women are not physically fragile; all throughout history, women have needed to be physically strong to carry children, food, water and conduct various labour intensive tasks (Figure 34). The 'average' fit Army woman (as opposed to the rare 'super-woman') is well capable of lugging moderate loads for long periods.

Discussion on the increasing 'lethality' of the future operating environment has led some to question the idea of women entering combat units. One should never discount the likelihood of hand-to-hand fighting, or situations where physical strength and endurance become a critical factor; circumstances which generally disadvantage women. Yet, there are other aspects of the changing nature of conflict and warfare – technological advances; the remote application of force; 'war among the people;' cyber trends; and so on – which may work in the favour of female combatants. In the way in which leaner or shorter men did much of the daring 'tunnel rat' work in Vietnam, the future battlefield is likely to be so varied that it demands, as always, that commanders apply some cunning and common sense as to who does what tasks.

Figure 34 Women carrying moderate loads

Imagination

It is simplistic to only consider employing women identical to men. Like the Army WWII planners, a more imaginative, flexible approach might lead to new, helpful options. It would be ideal if some skills and capabilities were in place to allow Commanders the flexibility to use their mixed-gendered forces as it suits the changing circumstances on the ground. At present, Commanders have few options or tactical tools in the toolbox when it comes to this potential new line of effort. This might be a severe capability shortfall in prospective future urban-based operations, or in dealing with a future adversary which focuses its influence and recruiting efforts among women. A female-heavy adversary might have implications for the numbers of Australian women required to conduct searches, manage detainment and so on. This implies a need for resources or mechanisms for targeted capability development research in this area. Chapter 8 provides one example of some 'off-path' thinking, that might open up this discussion.

Mixed-gendered teams

Develop the best possible approach to making mixed teams work, and re-establish Army's position of authority and leadership in the area of teamwork. (i.e. Create world's best practice).

Australian Army officer, Brigadier Cheryl Pearce, outgoing Commander Task Group Afghanistan and her team of senior leaders in the headquarters element, welcome the in-coming Commander, Brigadier Michael Prictor, at the military arrival gate, Hamid Karzai International Airport, Kabul, Afghanistan, 2016.

It would be premature to state the ways in which mixed teams' performance could be optimised, as this would draw upon more extensive discussion and analysis across the Army. Further, the approach would need to sit within a broader consideration of how to create High Performing Diverse Teams in their entirety (multi-racial, cultural, ethnicity and GLBTIQQA etc).

When it comes to considering gender equity alone, an assortment of solution ideas is provided in Annex A. A few ideas and considerations are highlighted below:

- **The good colleague or friend solution**. It is interesting that both psychologist Phillip Zimbardo, who has written and spoken on *The Demise of Boys,* and corporate equity trainer Lars Einar Engström, author of *Confessions of a Sexist*, recommend more emphasis upon male-female friendships as a solution. Zimbardo argues that real friendships, collegial working relationships and general interaction help bring 'disconnected males' back into the real world. Engström explains that simple male-female friendships, and the resultant discussions involved, inadvertently act as low key training activities as they allow social cues to be subtlety conveyed. For Army, routine unit training exercises, well away from the internet, and other team building and group activities, (especially Adventure Training), fit this mode perfectly

- **Incorporate separation now and then as a tactic**. For mixed units or planning teams, leaders could deliberately incorporate some separate activities to allow each gender to have a break from each other. This might be only a one-hour activity where the two genders separately assess a problem or a strategy. This could allow the unique strengths of each

perspective to surface, or it may just allow some people a more comfortable environment for discussing complex issues and, hence, optimising their critical thinking. The risk is that such an activity is perceived as accentuating difference, but it could also be regarded as a way of recognising and optimising difference

- **New mateship?** The term 'new mateship' (NM) could refer to new practices that are needed to create trust in diverse teams. NM may involve taking extra time to understand someone's perspective. For example, asking someone, "help me walk in your shoes awhile." On the gender side, it may involve being more conscious of the need to not box a person into stereotypical gender constructs; allowing or encouraging them to be authentic or a 'whole human.' NM may also involve greater preparedness to engage in 'difficult discussions,' acknowledging everyone is in the middle of a larger societal and cultural shift, and it is not straight forward. Rather than turning on each other, people could help each other through.

- **Be wary of the de-gendering everyone approach.** While there is overwhelming evidence in support of the 'gender similarities' hypothesis, due to cultural issues and perhaps the impacts of different chemicals like oestrogen and testosterone, gender identity is still important and affirming to people of both genders. An example is Kurdish women's insistence on wearing make-up when they fight – as they "wish to look pretty when they die."[365] It is interesting that the male hierarchy of the Kurdish Army have allowed their women fighters the freedom to have their own identity – the women have not been forced to 'man-ify' themselves.' This may be part of their strength and high morale; that they can establish their own, unique and proud identity. Each gender can find special inspiration from role models of their own sex.

(Left to right) Privates Grace Knight, Lisa Bailey, Flying Officer Annabelle Hill and 3 Brigade Commander, Brigadier Christopher Field, CSC with guest speaker for International Women's Day, Suzy Batkovic, Captain JCU Townsville Fire Basketball team, 2016.

Likewise, it would be foolish to discount and render the unique strengths of men mute. Thus, in mixed-gendered teams, mono-chroming everyone may not be the answer (Figure 35).

Figure 35 Would some segregated gender discussions / activities be a good idea?

Philosophical considerations – types of human bonds

Army teams need strong bonds in order to withstand the arduous nature of their work. When it comes to combat roles, this is particularly important; arguably, the challenge has already been achieved in the logistic and support corps. The recent testimony of one U.S. female Lieutenant (LT) about her tour of Afghanistan highlights the importance of this. LT Wilson had little female company and lacked the close bonds of the male members of her team, which led to social isolation and a decline in her mental health.[366] While this individual story may not apply to all women in predominantly male teams, and the selection and preparation of individuals for such roles is key, it is nonetheless important to consider team bonding. As women move into more combat-roles, if ways cannot be found to create cohesive platonic bonds in mixed-gendered teams, either through careful selection of women who can integrate well and ensuring critical mass or via education and cultural change, then perhaps separate teams is a better idea.

When I was a LT, we had a Regimental BBQ. The CO was talking to all the male subbies in a group for ages, I went over to join them and just as I did the male subbies all went to get beers. The CO had this scared expression on his face, I got the impression he didn't want to be seen talking alone with a female LT – as he worried what people would think. He quickly excused himself. I was disappointed as I felt the guys all got all this secret advice and tips that I didn't. After that, I saw him as weak man, more concerned with appearances than being fair. (FEMALE)

Overall, the issue of bonding is best considered in advance so as to anticipate and ward-off potential problems. In this, it could be helpful to reflect upon the way in which the ancient Greeks classified the types of bonds that can develop between people, as shown in Box 19.

Box 19 Greek philosophy and types of human emotional bonds

1. **Philia: Platonic friendship.** Affectionate regard between equals. Aristotle defines as "dispassionate virtuous love". Includes loyalty to friends, family, and community, and requires virtue, equality, and familiarity. There are 3 main categories:

   - **Friendships of utility –** pragmatic connections
   - **Friendships of pleasure –** Delight in the company of others (e.g. shared drinking, sports, hobbies)
   - **Friendships of the Good –** 'True friendship' – delight in the character of the other person, genuine care and regard for them.

2. **Storge: Affection.** Can be for family members, includes putting up with people in a good-humoured way.

3. **Agape: Unconditional love.** No expectation of gain or reciprocation. Good-will and benevolence to the other. Includes what is historically termed as 'brotherly' love, feelings for one's children and spouse.

4. **Eros: Sensual, erotic love.** Appreciation of inner or outer beauty etc, desire to possess this, participate in the 'ideal.'

Australian Army physical training instructor Corporal Todd Hayes briefs the Australian Defence Force wheelchair Aussie Rules team at the first officially-organised game of wheelchair Australian Rules footy, held at RAAF Base Edinburgh in Adelaide, 2015.

Based upon the above categories, strong friendships between team members of the opposite sex need not be regarded with suspicion or derision. It might help people also understand that they can accept a close friendship connection as it is, without assuming things need to logically progress to a state of 'Eros.' There are wide varieties of types of human connections, and 'guilt' or 'fear' and 'suspicion' about this occurring should be dispensed with and replaced with a pragmatic understanding that such connections are a fine, 'normal,' parts of mateship and not necessarily disruptive. But is 'mateship' or 'friendship' the right word? This issue, of bonding within 'Diverse Teams,' could do with greater discussion:

Maybe I'm old fashioned but any reference to 'mates' … doesn't work for me as it 'casualises' what I think should be should be seen as professional respect rather than friendship. For example, I'm not the mate of someone under my command, nor my leaders. I'm a professional regardless of gender, sexuality, ethnicity and I'll be respected or not based on my professional competence. This is what I was taught by the Vietnam veterans who were my leaders and instructors as a soldier, officer cadet and junior officer. I've never departed from this and it has protected me and the work I've done while O/S and at home. (MALE)

350 Clausewitz, C. v. and A. Rapoport (ed.) 1968, *On War*. Penguin Books. Sydney, Australia. p.266

351 McChrystal, G. S., T. Collins, D. Silverman and C. Fussell 2015, *Team of Teams: New Rules of Engagement for a Complex World*. Penguin Books, London, UK.

352 *Ibid.* p.16

353 *Ibid.* p.91

354 *Ibid.* p.131

355 Edmondson, A. C. 2012, *Teamwork on the fly*. Harvard Business Review 90(4): 72-80. Boston, USA.

356 Terreu, J. 2014, *Can the Australian Military Think Out Loud?* The Diplomat. http://thediplomat.com/2014/04/can-the-australian-military-think-out-loud/ (Accessed 1st June 2015). Tokyo, Japan.

357 O'Conor, L. 2015, *Pregnancy at work is a constant struggle against misconceptions*. The Guardian. Australia.

358 Young, C., B. Majolo, M. Heistermann, O. Schülke and J. Ostner 2014, *Responses to social and environmental stress are attenuated by strong male bonds in wild macaques*. Proceedings of the National Academy of Sciences 111(51): 18195-18200. Washington, USA.

359 Gardner, B. 2014, *Men need nights out with the lads, scientists say*. Issue Date: 8 Dec 2014, The Telegraph. Telegraph Media Group Limited. http://www.telegraph.co.uk/news/newstopics/howaboutthat/11281213/Men-need-nights-out-with-the-lads-scientists-say.html (Accessed 4/09/16). London, UK.

360 *op. cit*

361 Mackenzie, M. 2015, Beyond the Band of Brothers The US Military and the Myth that Women Can't Fight. Cambridge University Press. Cambridge, UK.

362 Ford, C. 2016, *Fight Like a Girl,* Allen & Unwin, Sydney, Australia.

363 Carroll, L., 2014. *Raising a Female-centric Infantry Battalion: Do We Have the Nerve?* Australian Army Journal, XI, Number 1(Winter). Available at: http://www.army.gov.au/~/media/Army/Our%20future/Publications/AAJ/2010s/2014/AAJ_2014_1.pdf (Accessed 3/6/15) Australian Army, Canberra, Australia

364 Fitzsimons, *op. cit*

365 Brown, L. 2016, *If we die, we want to look pretty: Defiant Kurdish soldier girls refuse to go without makeup while gunning down ISIS fighters in Iraq... with a helping hand from the British.* Daily Mail, Associated Newspapers Ltd.

366 Carey, B. 2015, *While at War, Female Soldiers Fight to Belong.* New York Times. New York, USA

Chapter 7: Leadership

Left: The Australian Army's most senior female soldier: Warrant Officer Class One Leanne Iseppi at the Çanakkale Martyrs' Memorial on the Gallipoli Peninsular on the eve of Anzac Day, 2010.

Right: Chief of Army, Lieutenant General Angus Campbell (right), DSC, AM, meets with Australian Army soldiers during his visit to Camp Baird in the Middle East region on 27 July 2016.

If our examination of the lessons or recent crisis responses tells us anything, it is that well-coordinated multiagency responses produce better outcomes than even the most professional single agency response working alone. We know that what worked in the past will not work in the future. It is not working now.

If we are to prevail in the complex crises and emergencies that confront us, we need to invest in preparing people to provide adaptive leadership from the beginning of their careers.[367]

– Dr. Alan Ryan, Executive Director Australian Civil Military Centre

Introduction

Effective leadership of mixed-gendered teams would take account of the various gender-related insights discussed so far. However, this Chapter contends that 'leadership' of mixed-gendered teams may be best considered as part of the broader discussion on how to enable and lead 'High Performing Diverse Teams' (HPDT).

Is 'adaptive leadership' enough?

The Executive Director of the Australian Civil-Military Centre, Dr Alan Ryan, has recently written on the challenges of leading JIIM teams, "where there is no shortage of competing cultures and interagency friction."[368] He argues that such teams require a new leadership style – to move away from "big man leadership" to "adaptive leadership". This involves leaders having "the humility to accept that they do not have all the answers" and to work effectively with various subject matter experts. He suggests that the ADF needs to develop people's capacity to work in such multiagency teams through conducting more exercises like *Talisman Sabre*, which incorporate such dimensions.

Adaptive leadership concepts do already infuse Army's outlook, as seen in its Vision Statement: "to become a world class, adaptive army…" and in its Future Land Operating Concept: *Adaptive Campaigning.*[369]

However, the specific question of how to enable and lead High Performing Diverse Teams is likely not to be straightforward and to require more thought. Some ideas and considerations follow.

Leader as team designer?

A starting question is the leader's role in creating the 'right' team. This demands that they 'know' the right sort of skill sets and abilities that are needed to solve the problem at hand and how to properly enable such skills. This, in turn, suggests such leaders must have a very broad outlook; the narrow specialist may struggle to assemble the right team in the first place. It also implies that the successful HPDT leader has the intellect and interpersonal skills to work with difference. Finally, it assumes the Army has the internal systems and structures which allow leaders to 'package-up' the right team.

As an example of how diverse a problem-solving and solution-creating team could be to tackle a non-traditional security issue, like Daesh's violent extremist messaging, see Figure 36. Although this example applies to climate framing and messaging, it demonstrates a transdisciplinary approach to problem solving. That is, drawing upon wide-ranging expertise to *define* problems and then selecting a potentially very different team with the right skills and knowledge to *solve* the problems. It indicates the intellectual range and experience of a leader needed to 'think' of such a team, and points to practical difficulties of assembling and synchronising such expertise.

Figure 36 Example: multiple skill-sets needed to define and solve complex problems[370]

Effective Climate Framing

Research on Climate Framing	Research Insight What is needed?		Potential Solution Providers Where is the expertise?
Climate Communication Cognitive Science Affect Theory Evolutionary Psychology Sociology Linguistics Climate Policy Crritical Theory	**Affect**	**IDENTITY** Relate to local customs, geography, worldview, beliefs. **VALUES** Ethics. Empathy. **EMOTION** Must resonate emotionally. Emotion as a form of intelligence and knowing. Sensitive handling of 'fear' – do not evoke without a solution? Need to activate 'fear system' for survival?	**SOCIAL SCIENCE** Psychology, Sociology, Geography, Identity Studies
	Narrative	**IMAGINE** Help people perceive something outside known experience. **STORY** Coherent narrative. Imagery. Skilful story telling. **CLEAR** Accessible to non-experts.	**ARTS AND HUMANITIES** Literature, Cultural theory, Theology, History, Creative Arts: Art, Multimedia, Film, Writing, Music, Performance
	Concept	**STRONG** Resilient when scrutinized. Truthful, captures 'reality' faithfully. Pragmatically aids human survival and navigation of it's environment. **DIALOGUE** Not debate. Convincingly argued. Broad appeal, defuses polarisation, unifies.	**POLITICAL SPHERE** Science/Social Science, Politics, Risk, Security, Public Policy, Gender-Studies, Journalism, Participatory Democracy, Diplomacy' International Relations, Law, Rhetoric, Oratory
	Philosophy	**WAY TO BE** How is 'Being' or 'Sense of Existence' affected by climate change? How does 'Being' link to nature, non-human objects? **WAY TO THINK** Outside 'modern' construct. Transdisciplinarity.	**PHILOSOPHY** Ontology, Metaphysics, Ethics, Logic, Aesthetics, Epistemology

Leader as gardener?

The next aspect is managing diversity and difference. Here, a gardening analogy (Box 20) may help in conceptualising what this could involve.

Box 20 The leader as gardener approach?

The Leader as Gardener approach?

'High Performing Diverse Teams' could be considered as being like a rich, dense garden, (as opposed to a pine plantation). The well cared for garden is capable of producing amazing fruits, vegetables, flowers, great oak trees and even medicinal products. Its diversity means that it can offer so much more than a monoculture plantation and, thus, it is 'ready' for any number of circumstances. It is perfect for a complex environment and confronting uncertainty. It is deeply resilient. However, keeping the garden in good shape requires the following:

- **An expert gardener.** A leader who knows the attributes and requirements of all plants

- **Regular weed control.** A process to routinely 'weed out' irritants; to resolve UUO incidents, and of course, to also quickly and effectively stop behaviour which is genuinely malicious, vindictive or destructive to either individuals within the team, or to the team as a whole

- **Landscaping.** For the garden to work best, and all plants to thrive, some planning is helpful. Ensure the Banana tree is not in the shade. Be careful that the great Oak Tree doesn't over-populate and block out all the sun for everyone else. Ivy can go places and do things that the flowering shrub can't, make sure they understand each other. Rose bushes add that element of style and sensitivity, combined with tough thorns that can handle particularly sensitive yet demanding issues. Planning and organisation of various plants helps each species to thrive without depriving others of vital nutrients or water

Attributes of the HPDT Leader?

Listening and attuning skills?

In general public leadership fora, including within the Army's review into training and building of human capacity,[371] there has been increased discussion about the ability to effectively 'influence' others, as well as 'command.' Yet, it could be contended that these are similar functions in that they both assume the leader 'knows' all and only has to direct and influence people.

Deputy Chief of Army, Major General Rick Burr (centre right), chats over breakfast with 1st Combat Engineer Regiment soldiers at Kangaroo Flat training area, near Darwin in the Northern Territory, during the annual 1st Brigade military skills competition, 2015

In dealing with complexity and leading HPDT, the other side of the coin is being able to 'hear' other ideas and perspectives – to know when it is beneficial to *be* influenced – which could also be reframed as being open to learning. Additionally, being able to 'tune-in' to the external environment and pick up subtle dynamics and indicators is important, but this cannot be done if one is constantly 'transmitting' and never on 'receive' mode. Listening and attuning skills are essential for working in complexity and chaos and, it is argued here, for leading diverse teams (see Figure 37).

Figure 37 The yin-yang of leadership in complexity?
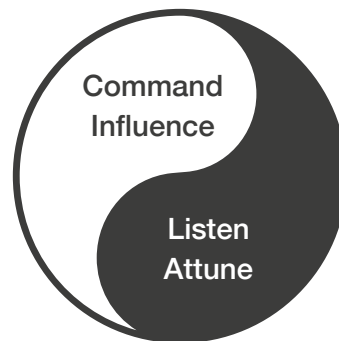
The strength to get uncomfortable

No one joins the Army expecting a life of comfort. The job involves getting very uncomfortable, often. This is understood at the physical level, but for the Army to successfully navigate the complexity of the future, its leaders and thinkers need to be people who can handle the intellectual and emotional discomfort of working with difference. While interaction with different people and ideas is often invigorating, it can also be difficult and involve:

- The pain of going into an environment where one is no longer masterful which, for some, may feel like suffering a demotion in status

- The unpleasant sensation of not understanding and possibly having to ask for help or simpler explanations

- Having to listen to and talk to people you would not normally wish to associate with, and bear their patronising or condescending tones

- The emotional discomfort of being in a culture where you feel like you do not belong, feel invalidated and have no like-minded peers

- Having to work with people whose values and approaches you view as inferior to your own

- When interacting with others, or supervising a team interaction, having to forcibly remind oneself to be alert to the way cognitive bias or prejudice may be interfering with deliberations

Courageous thinking and strategising

In the academic world, there is much interest in 'transdisciplinary' approaches, which seek to synthesise knowledge from a wide variety of previously siloed areas of expertise. This is the future in 'sense-making' of complexity. The theory is nice; however, the practical ability to be transdisciplinary – to be able to work among all sorts of advisers, experts and cultures – relies upon a much wider raft of interpersonal skills, intellectual agility and experience; something which needs to be incorporated into Army's wider approach to developing its people.

If considering leadership from a fundamental level, the leader may be regarded as a group's chief navigator into the unknown future. To be able to navigate this future, the leader must be utterly attuned to an unfolding reality and to be able to 'see' the new cultural terrain as it really is, not as they imagine it might be if they were still wearing cultural lenses and constructs inherited from a previous era. The leader in complexity, and in a world of multitudes of conflicting data, narratives, messages, agendas, biases and so forth, must have a relentless desire to be tuned-in to reality, however uncomfortable. In practice, this might not involve them doing the hard, deep thinking themselves, but employing some intellectual forward scouts who can go off-track and machete through unknown and dense hard-to-understand issues. If leaders of today are intellectual cowards, it is the soldiers of the future who will bear the consequences. Thus, in complexity, perhaps there is a greater requirement to encourage courageous thinking (Figure 38).

Figure 38 The courageous thinker

The role of the courageous thinker is to seek out and close with reality…

to kill or capture delusion…

to hold uncomfortable spaces and to seek new ideas and solutions…

regardless of academic discipline, culture or intellectual and emotional terrain.

The Athena Fountain (Pallas-Athene-Brunnen) in front of the Austrian Parliament Building, Vienna, Austria

Leader as facilitator
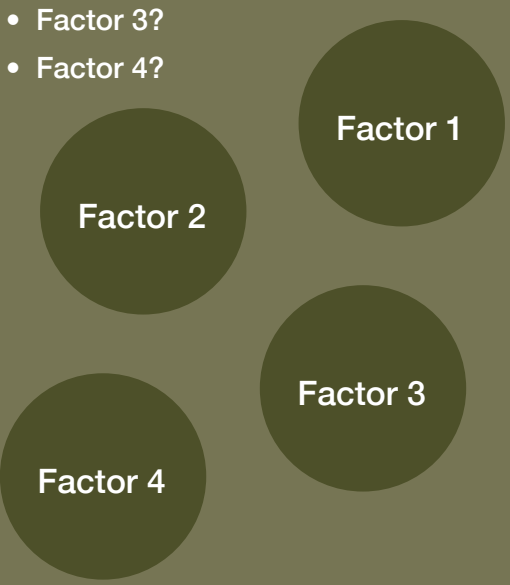
Many approaches to dealing with complexity involves new forms of group work. This implies that the leader of HPDT is well placed if they invest in developing their facilitation skills and their expertise in using numerous group planning and deliberative mechanisms.

The Joint Military Appreciation Process (JMAP) has been developed for this purpose, but it relies upon the skill of the facilitator. When deftly used and well-lead, it can be a powerful tool in bridging and synergising insights from diverse representatives; it was used effectively this way in the response to the Queensland floods of 2010–11.[372] 'Design thinking' is another worthwhile approach, with overlaps with JMAP and Adaptive Campaigning.[373]

However, in the worldwide quest to confront complexity and build strong teams, other ideas are emerging which Army could consider:

- World Café Method (see Figure 39)
- Dialogue methods (Socratic Dialogue, Dyads, Talking Stick).
- Radical Honesty[374]

Figure 39 The World Cafe Method

Discursive Topic:

- Factor 1?
- Factor 2?
- Factor 3?
- Factor 4?

Factor 1

Factor 2

Factor 3

Factor 4

World Café Method

Set-Up:

- Large open room with whiteboard and 3 or 4 large tables with butchers paper
- Food and drink, relaxed environment (Café)

Activity:

- Leader propose discursive topic and either provide key factors or work with group to determine.
- People walk around room and write comments on butchers paper at each table. Use arrows / ticks to connect with / agree with others' comments. ~20 mins
- People divide into groups around 4 tables to read all comments, discuss and compile overview.~ 20 mins
- Each group summarise deliberations to wider group. ~ 20-30 mins

Advantages / Notes:

- Reduces competitive, confrontational nature of ideas discussion
- Quickly pools many ideas from wide variety of people
- Builds cross-team understanding of the diversity of issues and perspectives
- Helps create synergy
- Relies upon creation of a cooperative and 'safe' discursive atmosphere

Other approaches may emerge spontaneously through experimentation and improvisation as Army leaders participate in more complex and/or JIIM type environments. It would be ideal if these learnings could be captured and shared.

However, these tools are only as good as the facilitator. Thus, it becomes imperative that leaders have highly-developed facilitation skills; the ability to 'push' the group intellectually; to ask probing key questions and create the right atmospherics that enable brilliant analysis and constructive synergy.

Diversity expertise cannot be entirely learnt from a book

Army's approach to training has always been that theoretical training alone is never enough; people require practical experience to develop skills and abilities. The same applies to becoming a proficient listener, being able to hear from diverse experts and use their skills. To develop the ability to work with multiple professions, cultures, gender, races and so forth, it would benefit Army leaders to deliberately spend some time in unfamiliar environments – intellectual or otherwise. This might include:

- Individual measures: Deliberately choosing to read books, see films or attend public talks that are outside of a person's normal work interests

- Army organised measures: Detachments and secondments to other work environments or educational activities that will 'stretch' and broaden a person

- Link with Indigenous strategy: Army could create more opportunities for its people to work with Indigenous groups of the Army, which firstly helps strengthen these bonds, but also allows practical experience of working with difference

Captain Nathan Bradney, the gender advisor to the Indian Sector Commander of the United Nations Mission in South Sudan (UNMISS). He coordinated the Sector East HeForShe day, a day of gender training and awareness events, 2016.

Army's leadership approach – ungendered?

Finally, to return briefly to the issue of gender and leadership, here are some considerations:

The post-gendered training environment

RMC Duntroon is revising its approach to delivering leadership training, seeking to create a 'post-gendered' training environment. This involves focusing upon an individual's level of resilience, their self-awareness and character. Duntroon staff have gone to great lengths to address an historical problem, which forms a grudge point in many female's memories, that female cadets' tactical plans are marked far lower than their male peers. RMC's explorations of leadership, with an eye to gender sensitivity, may have wider application to the Army. An obvious question is whether this approach is synchronised with approaches used in soldier training at Army's Recruit Training Centre, Kapooka.

Fair analysis

It is fair to acknowledge that Army's leadership training is sophisticated – it does cover the broad spectrum of approaches – transformational; situational; functional; adaptive; authoritative; laissez-faire; traits based approaches; servant leadership; leading from the centre, or the back and more. Practical leadership activities and scholarship on historic leaders extends the theory into tacit knowledge and an embodied understanding. It is this solid investment that best sets up leaders to be fair, mission focused, build cohesion and able to work with the skills and attributes of people in their teams.

It must be noted that some of the discussion around 'women's styles' of leadership demonstrates ignorance of the full range of male-authored approaches to leadership. For example, crude classifications that equate male leadership to command and control styles are outdated. Army's mainstream leadership approach is 'Mission Command' – which involves empowering junior leaders and devolving authority.

Scott Elliott is a signaler in the Army and is currently deployed on OP PAKISTAN ASSIST, 2005. Scott has just celebrated his 21st Birthday. Scott has been in the Army for 2 yrs and this is his first Operation.

When it comes to claims that women are more emotionally attuned, it is worth reflecting on the idea that 'morale' – essentially the male word for emotion – has long had a central role in military leadership and strategy discussions. Retired General John Cantwell's AO DSC book '*Leadership in Action*[375]' focuses upon emotional connections, trust and authenticity. Nearly 200 years ago, Clausewitz discussed the role of 'emotion', 'moral forces' 'passion' and 'feelings' in depth:

> *We are very apt to regard the combat in theory as an abstract trial of strength, without any participation on the part of feelings, and that is one of the thousand errors which theorists deliberately commit, because they do not see its consequences – Clausewitz* [376]

Thus, while it is advanced that Army would likely benefit from more analysis of female leaders, approaches and various female-authored theories, there is also a need for discerning critique and caution in making too much of issues which are merely differences in word choices.

Mainstream responsibility for creating HPDT into command function

While it is already expected that Army leaders are responsible for managing equity issues within their teams or units, Commanders may need to be supported with more ideas, tools and training in the 'how' of doing this. Although leader mentoring is already occurring, more structured handbooks or guidance documents may help. For example, how does the leader gain a sense of negative team dynamics that may be occurring at subtle 'below the radar levels?' Are they keeping an eye out on how sub-leaders are managing their people? What warning signs do they need to be alert to? How do they establish an atmosphere that values inclusion from the start?
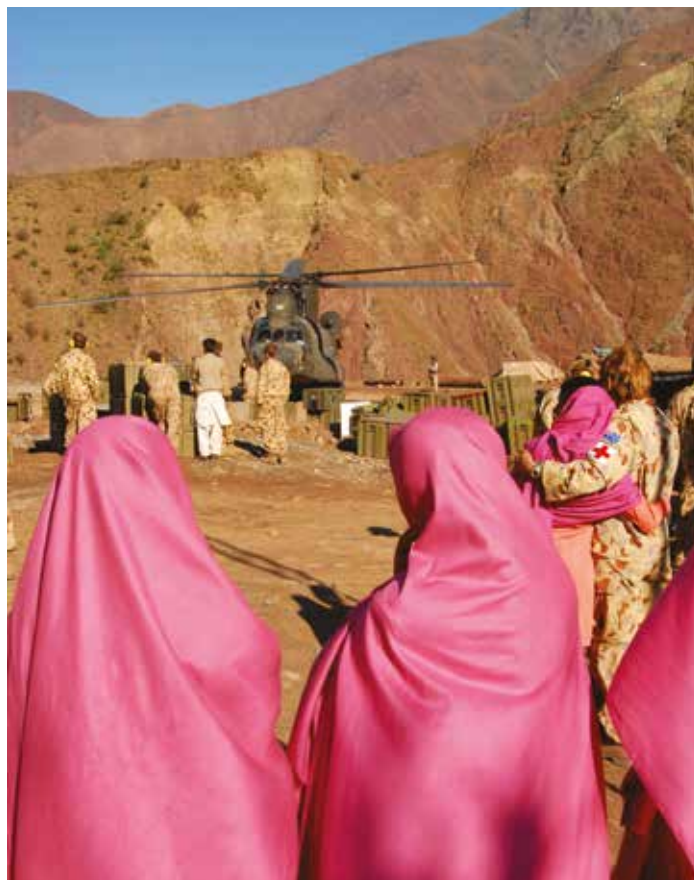
The pack up begins at Camp Bradman, Dhanni in preparation for the Australian contingent's return to Australia. To the right Captain Constance Jongeneef (Australian Army Nurse) is embraced by one of the local women, 2006.

Chapter 8: Strategy and Capability

This final chapter considers the implications of changing conceptions about gender for Army strategy and capability. It draws on the 'Factor: So what?' Joint Military Appreciation Process (JMAP) method. Noting this issue would need far wider input, this analysis is offered as a starting point.

A. The changing demographic in the Operating Environment (OE).

There will be more women in future combat zones as refugees/IDPs, hostages, slaves, fighters or in many varied civilian capacities from senior decision makers to those most vulnerable.

- **So What?**
    - *Female-heavy capability.* Is there a capability requirement for Female Engagement Teams (FET); more Gender Advisers (GA) or a female infantry/SF type capability?
    - **Intelligence gathering.** There is a need to be alert and attuned to threats to women, such as women being taken as slaves or plans for mass rape as a weapon of war, so that preventative and protection strategies can be enacted
    - **Diversity adept.** There is a need for Army personnel to be able to interact effectively with a wide variety of women – from those who hold senior roles to those most vulnerable or recently traumatised
    - **New tactics?** Does Army's approach to the gendered aspects of the future OE require further analysis? Who will do this and how will it be mainstreamed into routine intelligence gathering and operational planning?
        - › *Child Soldiers*
        - › *Slaves*
        - › *Women fighters and terrorists – what are their methods?*
        - › *Impact of fighting children and women on Own Troops*
        - › *Women Leaders in OE*
    - ***Athena Planning Team (APT)?*** Is an APT required and if so what types of expertise does it need? People with knowledge of women's issues, plus others who understand Army's existing combat-oriented tactics and approaches?
    - ***Regional centre for 'gender in operations.'*** The Swedish Armed Forces have established the 'Nordic Centre for Gender in Military Operations'[377] which runs courses for global partners. The centre allows Sweden to not only progressively develop its expertise in this area, but also facilitates its ability to positively work with other nations. Could Australia develop a similar gender research and training centre, either alone or as a collaborative project with other Nations within the Asia-Pacific region?

B. Women's increasing global influence.

Female priorities, viewpoints and increased influence across the globe may influence global security approaches

- **So What?**

  - *Situational Awareness (SA). It would help Army strategic and operational planning if it had greater visibility of this space*

    › *Incorporate in Future Studies?*

    › *Athena Planning Team (APT) – As above; also required to develop knowledge and capability concepts?*

  - *Widen IR and security advisers. To ensure Army can design the most successful strategies and operational plans possible, it may need to seek the advice of experts who are not typically included in Australia's mainstream International Relations and Security forums*

  - *International Engagement (IE). This has implications for Army's IE strategy and language training program*

C. Modern misogyny.

Army must have its eyes open to the risk that, due to the influence of some wider, negative Australian social and cultural factors, such as 'Gonzo Porn' and video game content, some new recruits may hold views of women which are derogatory and a danger to team cohesion.

- **So What?**

  - *This has implications for recruiting, initial training and whole of career soldier and Officer training continuums*

  - *It has implications for approaches to unit morale and discipline*

D. Deeply-entrenched gender identities.

Gender studies reveal how gender identities and perceptions are formed over a lifetime, and can be deeply entrenched.

- **So What?**

  - *Adequate cultural change, which allows Army to achieve 'High Performing Diverse Teams,' will require more resources and effort than presently committed*

  - *Potentially, a surge capacity is required. Current programs could be bolstered with more staff and resources*

  - *Army needs to pause and consider what types of disciplinary expertise is used to address cultural issues; it may need to consider the employment of artistic and creative methods, as are now starting to be used more widely and successfully in many other sectors[378]*

E. Australian social norms.

Army leaders must also be cognisant of the positive and likely ongoing changes in Australian and Global attitudes towards women and the likelihood that most new recruits and civilian counterparts will have raised expectations about gender equality.

- **So What?**
  - *There is an obvious need for Army members to act in a way which is congruent with these new social norms*
  - *As above, in C*
  - *There is a need for sophisticated cultural training methods*

F. Xena-return.

If society is on the cusp of a wave of women starting to reach their full potential, or of a 'Xena-Return,' Army should move quickly to exploit this advantage first.

- **So What?**
  - *How would Army do this? Are male leaders capable of activating and enabling 'Xena' or will they be threatened and seek to diminish such people? Will they 'cramp women's style' and, thus, dampen the possibility of creating new tactical, operational and strategic approaches to Operations? Should Xena development occur through some type of FET construct which, potentially, all serving women have the option to experience through a posting to such a unit? Should such a unit have its own physical entry standards? Should a future female-heavy capability be modeled on the existing infantry Battalion; Company or Platoon construct, or be something different? Should the physical standard be lowered for women seeking to join the Special Forces (SF) or should a female only SF capability be established?*
  - *Does Army need to allocate any personnel or resources to examining how to undertake this task, such as research or planning functions? Should resources be allocated to greater understanding the unique contributions women might bring to teams and leadership approaches? How does Army attract such women from the civilian world? Greater attention is required to overcoming cognitive biases and structural barriers (like childcare access in Brigades) which hold women back from realising their full potential to contribute.*
  - *There is no time to waste. Army needs to consult internally with its own women to ascertain the best approach. It cannot be assumed that civilian women will have the same values, motivations and drives as serving military women*

G. Blank page.

It is now habitual, when considering women and security issues to think in terms of the existing UN mandated Women, Peace and Security (WPS) approach or when it comes to the combat dimension, to think in terms of long-standing male-oriented fighting constructs, such as infantry or Special Forces (SF) units. However, what if a blank page approach was taken? Given creative thought is enhanced by a sense of play, 'what if' we played with various new constructs – considering the insights from the preceding chapters?

- What if strategic military planners, looking out to 2050, said: firstly, let's look at the changing military environment and likely risks, opportunities and subsequent possible tasking, and secondly, let's start with women as they are; with their range of relative strengths and weaknesses – as compared to men.

- What if future planners took very seriously the need to improve the 'sense-making' capacity of the force, and the critical need to be attuned to changing and ever-morphing shifts? What if it was seen that working with women provided a significant upgrade in the ADF's ability to understand the atmospherics?

- What if this were more significant than a range of technological options for data-gathering and sense-making?

- What if population protection and human security becomes a high priority mission in future tasking? What if increased complexity means that more military 'options' need to be created, so that future Governments have more 'response tools' in the box?

- What if we paid attention to some men's hesitations about lowering the SF physical entrance standards for women? What if we were empathetic, rather than judgemental about some men's sadness at being left with no male-only spaces? What if we noticed some women enjoy all-women spaces (some of the time) and seem to be able to operate more freely and effectively in them?

- What if we acknowledge that there is presently a chasm between how some men and women understand gender identity? (To aid discussion, they could loosely be termed 'traditional' thinkers and 'frontier' thinkers?) Can traditional thinkers lead frontier thinkers?

- What if 'waiting' for everyone to understand each other will lead to opportunity costs – the failure to use talent and the failure to innovate? What if hostile forces move faster in this area than we do?

- What if we drew upon the legacy of Nancy Wake, AC, GM and conceived a new sort of force?

- What if this analysis suggested that a much larger, more substantial solution was required, rather than 'tinkering'? To stimulate this discussion, I offer the conception of 'Wake Forces' (Box 21):

Box 21 Women and future military capability – start with a blank page? Wake Forces?

Wake Forces…. Wake Teams…

Function:

- Close Operations, Human Terrain and Population Protection Specialists

Tasks:

- Provide the larger force with Situational Awareness, help keep it 'awake' to the:
  - changing atmospherics; and
  - the status and needs of civil populace and impacts of operations upon them
- Provide intelligence and understanding on security priorities and perspectives of women, children, families.
- Analyse 'Relations of Care' (RoC) that need to be maintained and act to preserve them.
- Special protective forces for women, families and children.
- Provide flexible, dynamic responses to emergent operational requirements
- Specialist analysis and response to female combatants
- Analysis of masculinity cultural dimension and specialist response

Physical Standards:

- Should not be so prohibitive that they would prevent timely mobilisation of Battalion size group, or employment of highly skilled personnel for specific tasks.

Composition:

- At least 50% female
- Cultural, language expertise

Conceptual training:

- Women, Peace and Security (WPS)
- Sexual Violence in Conflict (SVC)
- Care ethics; Relations of Care (RoC)
- Human Terrain issues
- Child soldiers
- Human trafficking; slavery; paedophile rings
- Population protection
- Critical and emergency governance, infrastructure and environmental considerations
- Humanitarian Assistance and Disaster Response (HADR)
- Urban operations
- Social media, multimedia
- Detainee management
- Searching people

Tactical training:

Ability to secure an area; rescue and protect civilians; respond to and deter sudden small-scale attacks; ability to call in fire; ability to operate in armoured vehicles; intelligence collection; detainee management; to utilise drone technology and/or interface with other specialist elements and main forces.

Wake Forces…

what colour beret would they wear?

…and what emblem would be on their hat badge?

H. Importance of 'gender adept' culture for team performance.

Given the future Army team environment (JIIM / diverse etc), it is important that Army can create teams and leaders who are 'gender adept.' This means they understand the types of difficulties that may arise and know how to mitigate those, plus know how to lift each person's capability to its full potential, taking account of gender insights.

- **So What?**
  - **Internal capacity.** *Does Army need to build its own internal capacity to understand and manage these issues, as they are fundamental to command and leadership? How is this done?*
    - > *Week long course which is compulsory to attend for all those taking up CSM, RSM, ADJT or CO roles?*
    - > *Train the Trainer construct to upgrade skills and expertise of unity Equity Advisors?*
    - > *Roving training teams?*
    - > *Gender / diversity academic courses at ADFA?*
    - > *Incorporation into Soldier and Officer Leadership training curricula?*
    - > *Sponsor some individuals for specialised training or Long-Term Schooling (LTS)?*

  - **Command authority** *is weakened through too much outsourcing. External expertise is always welcome and needed; however, Army must be careful about how much of the leadership/team function related to gender issues it outsources. Army needs to retain its own hand on the steering wheel of designing team and leadership approaches given the unique nature of work in conflict zones. When 'gender' issues affect team dynamics in the operational environment, they cannot be 'outsourced'; therefore, leaders must be 'gender adept.' Leaders look foolish and are vulnerable, with their authority weakened, when they are not properly prepared and trained to deal with these issues. This could hinder mission success in some situations*

  - **Institutional morale.** *Army leaders must retain an ability to shape the culture of their own organisation; they cannot do this if they remain ignorant of gender issues and routinely outsource such advice. It is not that hard to learn about gender studies; how about 'just do it?'*

  - **Mechanisms to remain 'in touch' with broader Australian social and cultural dynamics.** *Militaries, especially those that frequently exercise and deploy, can feel a sense of separation from their home society and lose touch with changing social and cultural norms and values. What mechanisms can Army install to ensure that it remains 'in touch' with its society, despite its separation from it?*

I. Masculinity studies.

These studies provide numerous important insights that show how men's performance can be hindered by strict gender constructs.

- **So What?**
    - *Inclusion.* How are 'masculinity studies' incorporated into Army's existing cultural renewal programs? Is more R&D required in this area? Does any of this information need to be incorporated into leadership and decision-making training curricula?

    - *Men's health, wellbeing and exposure to violence.* Are more targeted approaches required to support men in these areas?

    - *Masculinity threats.* Some men's responses to perceived masculinity threats can be counter-productive to mission success and team cohesion. Some men will perceive a high-performing female as a masculinity threat. How are these issues mitigated?

    - *Distorting language.* There is a need to decouple the 'gender identity' of individual leaders, organisations or even nation-states from the serious process of military planning. As discussed earlier, various tactical and operational decisions should be evaluated on their merits, not whether they enhance or detract from someone's 'manhood' status. There are not wimpy or manly choices, just best choices. Do senior military leaders have a role in identifying language which is clouding the debate, so as to assist clear-headed National discourse in this area?

    - *Boys in crisis / masculinity in transition.* Does Army need to have a closer look at gender socialisation pressures that particularly affect new male recruits? Does it need to ask men harder questions about how they balance fatherhood and Army careers? Does it have an understanding of men's requirements over their changing lifespan? If ideas about masculinity are in flux, Army could make a constructive contribution to Australian society in this area through demonstrating admirable approaches.

    - *Lifting men's performance.* Masculinity studies highlights that men's wellbeing and performance can be lifted when they are released from overly rigid notions of 'how to be a man.' Expanding their behavioural repertoire, to be fully human, could be very empowering. This insight might usefully inform existing training and leadership approaches.

J. Hegemonic masculinity concepts.

Part of the 'hegemonic masculinity' concept involves creating a hierarchy which values some men over other men. In the military, is this concept reflected in a now dated but possibly still lingering perception by some that arms corps males have higher status than non-arms corps males? Although action has long been taken to address this issue, does the view still persist in a subtle way, and if so, what does this mean?

- **So What?**
  - *What is the non-arms males experience of being in the Army?*
  - *Of major ADF planning conferences and White Paper analysis, how many non-arms corps professionals are included? Is this attitude reflected in the attention given to and resourcing of non-arms corps issues?*

K. Other Corps considerations?

- **So What?**
  - ***Medical:***
    - > *Medical corps tasks expand?*
    - > *Surgeons need to know how to conduct 'fistula' repair. (Rupture between women's vagina, bladder, and rectum caused by rape with knives / rifles etc)*
    - > *Medical – need for more rape kits?*
  - ***Psychology:*** *Require increased understanding of:*
    - > *Sexual assault trauma?*
    - > *Child trauma? (victims and child soldier management)*
    - > *Aspects related to masculinity threats/pressures?*
    - > *Micro-aggression? New research into women's emotions, including the problem of women's emotions being misdiagnosed as mental illness*
  - ***Engineering/Logistics:*** *Incorporating gendered and child considerations into construction and management of IDP-holding camps and similar facilities.*
    - > *Transport of mass civilians? Methods of grouping people; dangers of small, unaccompanied children around trucks/equipment; special needs for babies?*
    - > *Stores: New surgical stores; rape kits; trauma 'healing' activity related stores, (art materials?) baby food; nappies; toys-activities for traumatised kids/teenagers*
    - > *Signals/Intelligence: Socialmedia and communication activities of full spectrum of relevant population group – not only adult males*

L. High Performing Diverse Teams (HPDT).

HPDT may be crucial to Army's ability to succeed in 2020 to 2050. Initiatives related to gender, logically, would form part of a wider approach to teamwork for 2020 to 2050.

- **So What?**
  - *Army stand-up a much larger initiative in relation to HPDT, headed by a 2-star. Gender sits within this initiative along with many other dimensions that need to be considered and approached in a holistic way. Figure 40 depicts the types of knowledge domains that may need to be incorporated:*

Figure 40 High Performing Diverse Teams (2020 to 2050) – relevant knowledge domains?

High Performing Diverse Teams (HPDT)
Knowledge Domains of Interest?

Conflict Management

Discipline & Morale

Fairness & Justice

Interdisciplinary – Transdisciplinary Approaches

Complexity-Chaos Studies

Wicked Problem Theory

Trust

Trauma / PTSD / moral injury

Teamwork

Team of Teams

Communication Skills

Emotional Intelligence

Facilitation

Vulnerability-Courage Nexus

Radical Honesty

Authenticity

Listening

Attuning

Leadership

Influence

Dialogue Methods

Diversity – Prejudice

Gender Studies

Sociology Methods

Psychology

Cognitive Science

Brain Science

Masculinity Studies

Adolescent Studies

Whiteness / Race Studies

Individual strengths / gifts based approaches

M. Troops to task and time and space.

Properly addressing the internal and external gender dimension is beyond the capacity of existing staffing and resourcing in this area. Substantial analysis is required, and trials and experimentation. Cultural change and education activities need to be expanded as well as the development of doctrine and so on.

- **So What?**
  - **Resources.** *As per Point H, this suggests that there is an argument to be made to Government that, at the least, a surge capacity is required in this area. Considering the longer-term capability issues, it needs to be acknowledged that the White Paper missed this issue and more analysis in this area is required at the National level*
  - **Timeframe.** *The US and the Australian Army were caught out in the MEAO without the necessary capability in place; this cannot happen for the next major conflict. Developing the capability will take time; delay will only lead to more risk and a force less capable and less attuned to its world. The changes need to occur ASAP, not be on 'go slow' mode*

Agree the right female teams and members of mixed teams operationally deployed can be a combat multiplier in terms of dealing with gender related issues with locals on the ground. U.S. Civil Affairs teams worked for months on end in isolated combat outposts in Afghan with great effects. (MALE)

◆

*Research suggests that women have better diplomacy skills –
(in my opinion) – women in Defence should be more encouraged to do langs at DFSL [Defence Force School of Languages] and pursue careers in IE (ADA/DAs) [International Engagement (Assistant Defence Attachés / Defence Attachés) etc. (MALE)*

◆

One of the reasons I was asked to do Female Engagement work in Afghanistan was because it was becoming clear that whilst Coalition leaders were urging the men in the Afghan Army and Police to bestow jobs to women, it was only ever Coalition male leaders in these meetings saying these things. I was brought in so we were looking like we were walking the talk! I think if Army wants to be seen to be walking the talk to the Whole of Government, we need to start employing more women as International Defence Attachés, Assistant Defence Attachés and ADF Parliamentary Liaison Officers. Disproportionally these jobs go to the boys. (FEMALE)

367   *Ibid.*

368   Australian Civil Military Centre,2015, ACMC News. A. C. M. Centre. *Message from the Executive* Queanbeyan, Australia. pp. 2-3

369   Australian Army, 2009. *Adaptive Campaigning – Army's Future Land Operating Concept,* Directorate of Army Research and Analysis, Canberra.

370   Boulton, 2016, *op cit.*

371   Ryan M. *The Ryan Review: A study of Army's education, training and doctrine needs for the future. 2016.* Available at: http://www.army.gov.au/~/media/Files/2016_05_DGT_TheRyanReview_Web.pdf

372   Field, C. 2011, *Operation Queenslander – Ten ideas for Australian Defence Force Support to Disaster Relief Operations* Australian Army Journal VIII (Number 3): Canberra, Australia. Pp.121-139.

373   Grisogono, A.-M. 2011, *Design as a Strategy for Dealing with Complexity.* Proceedings of the International Conference on Computational Science, Singapore.

374   Blanton, B. 1996, *Radical honesty: How to transform your life by telling the truth,* Dell. USA

375   Cantwell AO DSC, J. 2015, *Leadership in Action*. Melbourne University Press. Melbourne, Australia.

376   Clausewitz, v. C. 1832, *On War*. Penguin Books. London, UK p.187

377   Swedish Armed Forces 2016, *Nordic Centre for Gender in Military Operations* website: http://www.forsvarsmakten.se/en/swedint/nordic-centre-for-gender-in-military-operations/ (Accessed 14/07/2016) Sweden.

378   Crossick G, Kaszynska P. 2016, *Understanding the value of arts and culture.* Arts and Humanities Research Council. Available at: http://www.ahrc.ac.uk/documents/publications/cultural-value-project-final-report/ (Accessed 22/07/2016) London, UK.

Recommendations

Australian Army soldiers from the Regional Force Surveillance Units with their G Wagon Surveillance & Reconnaissance vehicle following a training activity in Cairns on Sunday 26th March 2017.

Teaming has sought to provide Army with a synthesis of emerging research and ideas in gender; but it is not a policy document. It does propose some initial ideas on solutions (Annex A); however, at this stage, it is argued that what is needed more so than a list of solutions is a *process* to create the right solutions which would necessarily involve far more voices and deliberation. Nonetheless, initial recommendations relating to this paper are as follows:

1. **Army leadership team deliberations.** The Army Leadership Team deliberate on the ideas; research findings; and preliminary 'Solution Ideas' in Annex A, and consider any further actions. The 'solution ideas' in Annex A are grouped into four categories:

   • High Performance Diverse Teams (HPDT)

   • HPDT: The gender dimension

   • Strategic and capability implications of a future gendered operational environment (OE)

   • Ideas from the crowd – comments from those consulted in the drafting of this paper

2. **Interim cultural educational and professional development resource.** The *Teaming Paper* is made available to Army Commanders from Section level and above, for their own professional development, but also to aid them to conduct gender and cultural education activities at the unit level. Interim cultural education materials are provided as follows:

   • Annex B: List of Resources for Professional Development and / or Unit Training

   • Annex C: Example Discussion Topics and Scenarios for Unit Training

3. **Strategy and policy resource document.** The *Teaming Paper* is used to inform the development of the following types of Army strategy and policy activities:

   • Future Land Operating Concepts

   • Future Land Warfare Reports

   • The potential 'Human Capacity Strategy' and 'Army College' ideas described in the Ryan Review[379]

   • Cultural Renewal Program

   • Research and Development activity

   • International Engagement Strategy

   • Army input in future Government Defence White Papers

   • Teamwork, leadership, ethics and military education curricula

   • Army History Unit

   • Army Knowledge Group's 'Lessons Learned' activities

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[379] Ryan, M. 2016, *The Ryan Review: A study of Army's education, training and doctrine needs for the future*. Canberra, Australian Army.

Conclusion

*Lead the ideas of your time and they will accompany and support you;
fall behind them and they drag you along with them; oppose them
and they will overwhelm you. – Napoléon*

Left: Australian Army soldier Private Jayde Cooper of 3rd Combat Service Support Battalion during an 11-day jungle training course at Tully training area in Queensland prior to her deployment to Malaysia for the 107th rotation of Rifle Company Butterworth, 2014.

Right. Australian Army soldier Gunner Luke Thompson of 4th Regiment, Royal Australian Artillery, during an 11-day jungle training course at Tully training area in Queensland prior to his deployment to Malaysia for the 107th rotation of Rifle Company Butterworth, 2014

Across the world, among wider socio-cultural changes, conceptions about gender identity are undergoing a seismic shift. Old notions about how it is to be a 'man' or a 'woman' are falling away. In the decades ahead, this will have ripple effects upon socio-political values which may impact human norms, institutions, governance and social processes in myriad ways. This multi-faceted global shift also flags the probability of changes in the military operating environment and in military tasking over the 2020 to 2050 period. The Australian Army needs to be ready to interface with this sort of world, in all its forms.

Yet we must be realistic about what 'being ready' involves. Many of these changes are already understood by people at a distant, intellectual level. However, this is not enough; the understanding needs to be embodied. People cannot just know the word 'algebra,' when tested, they must be able to do algebra. Also, the wave of change must be ridden in such a way that Army cohesion and morale remains strong.

Accordingly, for Army to successfully navigate this cultural transition, it needs to be clear-eyed about the nature of the problem. Neuroscience informs us that identity changes are profound, they challenge deeply entrenched worldviews that are hard-wired into people's subconscious via neuron-circuitry established over a life time. The emotional and affective dimensions of change also need to be accounted for. These shifts can be psychologically terrifying for people; it may seem as they (an old notion of self) is under attack; survival or various fight/flight mechanisms can become activated. Achieving the benefits diversity promises also requires the difficult task of engaging with, rather than avoiding, the 'other.' Again, this can introduce a profoundly different way of being, also affecting notions of tribal or social identity. Let us acknowledge how hard all of this can be.

Confronting the true nature of the problem will allow Army to craft the best approach for the longer term. Education rather than solely training will be important. Stories; role-plays; discussions, and new experiences are constructive approaches. Capturing, analysing, sharing and steadily improving HPDT know-how will build institutional expertise. All of this can be relatively easily interwoven into Army's existing teamwork, leadership, military history and ethics curricula. Equity training need not be painful and tedious, it could be fascinating, fun, discursive and horizon expanding. This is how to do pro-active, future-oriented cultural change.

But why? It is worth the effort? Yes. For two reasons: maintaining Army's internal strength and ensuring Army is properly orientated to the changing external world.

On the internal dimension, at the individual and team-level, conceptions about mateship may need review; how do team members support each other during a socio-cultural transition? New mateship may require patience, extra efforts to clarify understandings, and a spirit of openness as both individuals and teams experiment with new ways of being. If achieved, if plurality can be brought together to create a different sort unity, the power of that new unity could be profound. There is the exciting prospect, that if this shifting sand is deftly navigated and old, "mind-forg'd manacles"[380] are removed, we could see an amazing period of human flourishing.

Considering the external environment, these discoveries need to remain connected to military capability and operational planning, not held in a back room reserved for 'gender studies.' Operationally, preparing for a different world may demand bold change rather than incremental change. This is because, once we have new understandings, when we walk around the world with new cognitive software, we find we have new eyes. Suddenly we can see a new range of tactics and strategies. For example, if Daesh are analysed through the prism of 'protest masculinity' this immediately introduces alternate approaches. If we dare to apply the feminist 'care ethic' to population protection tasks, we discover new analytical methods. Aside from new eyes, we are also gifted new ears, allowing new conversations. When confronting complexity, all of this presents promising possibilities.

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[380]   William Blake, poem *London,* 1794

Human-Team Ecosystems…

There is more than one way to be an oak tree

Tough new shoots, adapted to their terrain.

A functioning ecosystem is a beautiful thing, what does a functioning human-team ecosystem look like?

Epilogue

The Australian Army is still a relatively fresh 114-year forest. When the Gardener reviews it, she finds that it has some very tall, solid old oak trees – ideas that have grown and survived over a century – which are powerful and valuable. Some old branches are starting to crumble and fall away, which is natural. Yet there are many other solid, beautiful trees, widely admired, which must continue to be nourished. She looks at the forest and feels proud. She knows it serves the local people well and is special to them.

Yet, on stepping back from the forest, surveying its health from the vantage point of a Blackhawk helicopter, the Gardener notices new forces bearing in upon the forest. From that view point she can also see that recent storms have washed away a lot of the top-soil. On inspecting the forest floor more carefully, she also notices some strange new shoots starting to sprout, are they weeds?

Worried, she heads to a specialist gardening bookshop to find out more information. A new book, *Oak Studies,* advises that, when growing oak trees, lower branches do not always need to be shorn off – this is a remnant practice from days when the timber was needed for ship building. Oaks grow differently. Sometimes, their lower branches extend so far out horizontally, that their ends droop and connect with the soil. Apparently this allows the tree extra nourishment, but also to play a different role in the forest ecosystem. *"Hmmm"* she thinks.

Rummaging further, she finds herself drawn to a high shelf, at the back of the store. She discovers a heavy and dusty book titled, Xena Phytology. It has information on plants like *Amazonians; Boudiccans; Joan-of-Arcians* and *Nancy Waklings.* Suddenly, the Gardener laughs out loud. The strange shoots aren't weeds, she realises, they are Xena-variants! A type of plant, which it turns out, was an intrinsic part of the forest ecosystem all along, before modern forest management techniques took hold. Further, the Gardener learns, some Xena-variant only sprout during particularly stormy weather, and are known to thrive in turbulent conditions.

The Gardener returns to the forest. Dark storm clouds loom overhead. She goes straight to her gardening shed. She boots up her ruggedized laptop. Lightning flashes in the windows. She knows she needs a new plan: to grow the new shoots, but also, to replenish and strengthen the whole forest...

ANNEX A: SOLUTIONS – IDEAS

High Performance Diverse Teams (HPDT)

HIGH PERFORMING DIVERSE TEAMS – Ideas on Solutions	
Area	**Ideas to Consider**
Command and control	• Allocate the task of developing the 'High Performing Diverse Teams' concept to a part of Army and properly resource the activity • Led by 2-Star • Sub-Leaders / Specialists for various diversity dimensions, like LBGTI; Indigenous; Racial; Civil-Mil; Male Dimension; Female Dimension etc
Recruiting	• Incorporate a sophisticated way of screening people at recruiting to identify those with deeply troubling attitudes. (i.e. racism; antipathy towards women or LGBTI etc) • Consider social media searches for background checks • Increase focus upon Emotional Intelligence (EQ)

Conceptual development	• **Step A): Desk-top study.** Mine existing knowledge / reports. (Operational; disciplinary investigations etc) Consider commissioning some targeted research on key 'unknowns' or priorities
	
	• **Step B): Widespread survey.** Respondents remain anonymous, seek to get to the heart of the problems, and find innovative but practical solutions. Example questions:
	
	  – Have you worked in multi-agency environments? What aspects have been difficult, and what have been positive?
	
	  – Have there been any religious differences in teams you have been in and what approaches to this issue work and which don't?
	
	  – What actions do male/female members do which particularly annoys or bothers you? Why is this? What do you suggest?
	
	  – Would you rather work in an all-male team; a mixed team; an all-female team or a mixture depending upon posting?
	
	  – Do you feel negatively judged if you request more family time?
	
	  – If a member of your team raises a diversity concern with you in a one-on-one conversation, would this affect your willingness to work with them in the future?
	
	• **Step C): Discussion forums.** The results of Steps A and B lead to consultation forums where people can discuss the theory and results, and brainstorm implications and solutions
	
	• **Step D) Army High Performing Diverse Teams Conference.** A forum to hear from a wide range of experts and practitioners
	
	  Aim: How does Army use this information to create the most cohesive and high performing teams in the future and get the best from all of its people?

Build internal expertise	• Gender or Diversity Studies course at ADFA? • Support Long Term Schooling or other forms of education for some people • Specialist training for those taking up leadership roles in this field (Or secondments; or 'reading time' to allow them to build their knowledge.) • Review where Army obtains its advice from, expand sources to include experts in masculinity studies and perhaps other areas
Diverse teams course	• A week-long 'Diverse Teams' course could be conducted at somewhere like Canungra, as a mobile touring course or through a 'train-the-trainer' construct • Priority students to attend this would include those taking up positions such as: CSM; RSM; OC; CO; ADJT. Consider making attendance at this course a prerequisite for such appointment holders.
Fairness in dispute resolution	• Improve dispute resolution and enhance clarity in areas of 'greyness' – such as, what is 'fair' discipline, the exercising of authority or team interaction, and what is not? • How can 'diversity' issues be defused and resolved more easily? • Seek advice from conflict resolution specialists, legal advisers or successful leaders with experience in mixed-gender environments

Unit discipline and morale	• Respecting 'diversity' and the nuts and bolts of doing so may benefit from being considered in the sphere of unit discipline and morale
	
	• RSM/CSM networks, plus CO/ADJT networks need to explore options on:
	
	  – How to monitor and enforce discipline in this area
	
	  – When is 'education' better than 'discipline'?
	
	  – How are passive-aggressive or 'under the radar' team damaging type behaviours constructively addressed?
	
	  – What checks can be put in place to guard against cognitive bias?
	
	  – How to create high morale and cohesive diverse teams
	
	  – What is 'new mateship'? Is it a useful idea?

Training aids and handbooks	• Distil theory and practical knowledge into useful, pragmatic handbooks and training aid packages tailored as appropriate for junior leaders through to senior leaders • These would ideally include case studies and references to helpful films or you-tube clips and other resources which could be used to run small group training activities

Mainstream into existing training curricula	• Leadership:
	
	  – Management of 'Diverse Teams' must become routine part of leadership function and, thus, addressed via training and education curricula
	
	  – Continue to include women leaders and women's theoretical approaches
	
	• Consider how to include HPDT approaches into other areas of study such as: military history, strategy, analysis of operational environment and ethics studies etc

Lessons learned	• Review last decade of Army operations for insights on 'teamwork' and 'leadership' lessons learned • Review major diversity related disciplinary incidents over last 5-10 years to distil common patterns and 'high-risk' scenarios • Use these common themes to guide the development of case studies and training tools. EG: Consider 'most likely' and 'most dangerous' scenarios and develop guidelines on optimal response options and considerations • Incorporate HPDT themes into regular 'Lessons Learned' processes

Ongoing 'Diversity Dialogue' events	Bite-size pieces of training throughout the year
	
	• **Internally organised within Units** – Find local speakers or experts of note and have odd presentations to unit members on different dimensions of diversity. For example, one Diversity Dialogue event might involve a talk from ex-AFL football player Adam Goode. Another might be Catherine Skinner who won gold in trap shooting at the Rio Olympics in 2016. Some sessions might include watching a film or documentary or attending a relevant local event
	
	• **Centrally coordinated.** The Army Equity and Diversity Council could issue a small pre-packaged training activity as optional for units or individuals to participate in each month. EG:
	
	   – **October: Diversity Dialogue:** Watch this 18-minute TED Talk on You-Tube. Follow it by a 20-minute group discussion
	
	   – **November Diversity Dialogue:** Read this 800-word Blog. Discuss in small groups for 20 minutes, report back

Awards	• Self-explanatory
'Ally' or 'Champions'	• Opportunities for individuals to extend their expertise and influence in promoting various aspects of diversity
Parents	• Create a short-term task group to critically review approaches to maternity and paternity leave • Develop creative, flexible solutions to the circumstance of someone in a high profile or critical operational role becoming pregnant, in such a timeframe that it may impact Army mission • Consider adults without children who have special roles as Aunts/Uncles

HPDT: The Gender Dimension

HPDT: THE GENDER DIMENSION – Ideas on Solutions	
Area	**Ideas to Consider**
Command and control	• Within the HPDT initiative, ideally a paired male and female of equivalent rank need to be given the task and responsibility to incorporate gender issues for each gender. GLBTIQQA would have their own specialist • Consider appointing a particular female and male senior non-commisioned officer as dedicated representative for specific gender related soldier issues to advise Regimental Sergeant Major of the Army. • Consider appointing male and female Officer to fulfil similar role reporting to Chief of Army. • Alternatively, incorporate this into duty statements of relevant existing advisory staff as is appropriate.
Short-term	
Force preparation	Force Preparation courses need to address sexual assault and be reviewed for consideration of relevant gender dimensions ASAP
Immediate cultural engagement: create a 'shared consciousness' of the issues	A true cultural training program is initiated which helps Army officers and soldiers become up to date on basic gender theory principles and approaches, (relevant to men and women) which underpin many recent changes to community attitudes and laws. This needs to include more than 'one-way' verbal presentations but consider these types of approaches: • The use of role-plays and / or case-studies combined with group discussion • Exposure to victims' stories and experiences • Discussion forums and workshops • Unit level discussions: How does Army create high performing diverse teams? What is different, what stays the same? What methods and techniques are needed to help them function optimally? • Establish a relaxed, horizontal mentorship program at major bases locations whereby arms corps can liaise with, or have short secondments with existing mixed gendered units (logistics, signals, intelligence etc), to allow cross-pollination of existing know-how.
Childcare	• Childcare opening hours and arrangements at unit locations needs urgent review. They must open early enough to allow parents to make 1st Parade

Longer-term – internal culture	
Conceptual development	• **Knowledge transfer.** Logistic and service corps have largely perfected the art of mixed-gendered teams. Can this knowledge be captured? Documented?
Teamwork and leadership	• Review 'gender studies' to see how it may enhance Army's existing approaches to teamwork and leadership: – Consider an antidote to the problem of 'masculinity threats' being triggered by high performing women – Investigate the unique attributes of female team building and leadership approaches (if they do exist) and consider how this can be applied to the Army
Cadets	• Focusing upon the next generation of soldiers, ensure cultural training also captures Cadet instructors and cadet training, in modified form, as suitable for younger people.
Segregated male and female cultural training	• Equity author and corporate trainer, Lars Einer Engström[381, 382] argues that equity training in mixed-gendered groups does not work as males will not speak up and say what they really think. The same may be true of women. Army might consider some segregated training activities, so as to allow more honest, authentic, targeted and helpful discussions to occur. For example: – **Male only:** Older male mentoring to address difficult issues from the male point of view, focus upon issues of entitlement, ego, healthy concepts of masculinity – **Female only:** Targeted training for women to help them access their confidence, strength, authenticity and assertiveness. Address issue such as 'bitchiness;' Queen Bee behaviour and embodied chauvinism. This may involve self-defence training; and role playing on how to handle difficult situations
Focus upon Brigades	• Develop a more targeted and rigorous approach for Brigades which includes fixing childcare barriers, capturing lessons learnt, trials and development of new teamwork and leadership approaches to suit HPDT
Group mentoring and reverse / two-way mentoring	• Group Mentoring: – Older males – young males on behavioural issues – Older females – younger females on behaviour issues • Reverse Mentoring has typically been used in the business sector to assist senior managers to remain 'in touch' with technology and the views of younger consumers[383, 384] • Could Reverse or Two-Way Mentoring be introduced? What would be the most useful configuration? – Younger female – older male – Younger male – older female – Younger male – older male – Younger female – older female

Strategic and capability implications of a future gendered OE

Strategic and capability implications of a future gendered OE – ideas on Solutions	
Military Appreciation Process	• Conduct an analysis of the future OE with a focus upon: war among the people; women; children, and masculinity studies and review implications for strategy, force design, capability needs and potential new tactics
Athena Planning Team	• Establish an Athena Planning Team (APT) which focuses upon developing understanding of the female dimension of the future operating environment and developing associated concepts, strategy and tactics • APT would interface with lead academic researchers and agencies in this area so as to access their ideas, presently prone to being excluded from the development of the ADF White Paper, and other major security and defence industry and sector planning processes etc • APT would interface with the existing 'Women, Peace and Security (WPS) initiatives, or be a sub-program of the wider ADF WPS initiative. Structural/ management systems would need further thought
Athena Course	• Focus upon ensuring attendees are up to speed with fast moving changes relevant to women, such as new approaches to leadership, teamwork, strategy and conceptual thinking • It would incorporate new methods of problem analysis like the 'World Café Method' and 'Dyad Dialogue'
The male aspect of gender in the 'human dimensions'	• Analysis of the male gender norms of different population groups can assist Army to understand the human dimension • Should this form part of a Gender Advisor (GA) role; if so, how much does this expand the work load and what are the consequences for staffing? • Or should it be mainstreamed into wider intelligence gathering processes?

Achilles Course or Apollo Upgrade	• In myth, Achilles was a great warrior who was undone by over-confidence and lack of awareness of his one vulnerability. An Achilles course would aim to develop intellectual capacity and awareness in the area of masculinity studies, and consider its implications for Army's internal and external environment:
	
	  – **Internally:** Army's team, decision making and leadership approaches
	
	  – **Externally:** 'Masculinities' of different cultures; how this relates to understanding the 'Human Dimension' in OE; what this may imply for operational planning

Xena development plan	• Commission an analysis on the merits of FET and lessons learned from MEAO on this capability. • Consider results of larger Military Appreciation Process on this dimension and consider some 'Blank Page' possibilities for how to optimally structure and respond. (With the 'Wake Force' conception being one possibility and a mere start point for further exploration.) • Conduct trials in this area to determine the optimum response

Mainstream gender into all planning	• Army's major Strategic discussions, conferences, operational or exercise planning to consider and address gender dimensions of the issue at hand
External advisors	• Army needs to be careful to ensure that it seeks advice and input from a wide spectrum of advisers, which includes women and those working from a feminist or gendered lens, so as to maximise its situational awareness and response options
History	• Capture notable historical achievements or progress by women and other diverse groups within Army History Unit activities

381 Engström, L. E. 2008, Confessions of a Sexis*t*. Athena Press. Sweden.

382 Engström, L. E. 2015, Stand Up Be a Real Man: *Ideas from a former Sexist*. Power Press. Sweden.

383 Marcinkus Murphy, W. 2012, Reverse mentoring at work: Fostering cross-g*enerational learning and developing millennial leaders.* Human Resource Management 51(4): 549-573.

384 Greengard, S. 2002, Moving forward with reverse mentorin*g.* Workforce 81(3): 15, Chicago, USA

Ideas from the Crowd

Ideas and comments from Army personnel consulted during the drafting of this paper over 2015-2016:

Recommend [we] review the way we select and train the force in future to take more account of EQ (Emotional Quotient); and a review of the personal attributes required to work in the current and future team environment across the operational spectrum. This is key in my view. (MALE)

◆

Maybe people shouldn't be posted to training institutions unless they understand bias and gender theory? (FEMALE)

◆

Is there a decent Gender Studies subject run at ADFA? Is there a Gender General Studies subject that the Engineers, Scientists and Business students can do too? If ADFA / UNSW can't put on a top-notch Gender Studies subject after the Skype saga we are all doomed!! (FEMALE)

◆

Many young men lack positive male role models in their lives due to the increase prevalence of single parent families and reduction of males in the teaching profession. Young bulls need old bulls to tell them what is appropriate behaviour.

◆

I agree that education and discussion is key. And maybe we can bolt onto already established training establishments (ACSC, ADFA, RMC, Officer and Soldier training courses, 39 FPB) as well as the yearly Equity Diversity Training. (FEMALE)

◆

On handbook – Yes, like the Defence Indigenous Australian Handbook (and Army supplement) These educational materials need to be read by all, why can't it be compulsory and directed by SO1s and above.......IOT achieve CA/CDF intent – for Pathways to Change, Indig issues and so on – ...we are ordered to do a lot in Defence, why not these. CO's order PLCOMDs...SO2 and above to read and provide a few dot points in reply as to what they got from it...too easy. (MALE)

◆

Force RSM/COs/SO1s to discuss issues on equity – if they can't do it.........? (MALE)

◆

Could Army Psychs produce a course that would help people get over porn and gaming addictions? We have a course for getting over alcohol addiction, why not this? The marriage of a US Army Officer I served with in Afghanistan broke down when we were overseas, and he admitted that one of the reasons it failed as because he gamed too much. (FEMALE)

◆

Need interactive training and learning in small groups with an experienced facilitator (MALE)

◆

When I was deployed to Afghanistan, embedded with the US Army, it was disappointing to hear that a female soldier was more likely to be sexually assaulted by someone else in the US Army than be injured or killed in the war situation. Given this, I was angered that at the pre-deployment course run by 39 Force Support Battalion the SGT running the course made a joke about people being issued rape whistles and neither the Health nor Legal elements of the course, nor any other element actually, touched on 'assault' as a topic. We were however given about a 10-minute lesson on how not to get rabies, even though only one Coalition member has contracted rabies in the whole decade plus we have been deployed to the Middle East. (FEMALE)

◆

Yes – on 'cultural training' –I'm sick of 'lip-service, PowerPoint thin' approaches (MALE)

◆

I feel that the outsourced Gender courses that have been run around Army have fallen short as people feel they need to say "PtC stuff" even if they don't believe in it (I have heard a WO2 actually something to this effect), and the real issues simmer and possibly create a dangerous counter culture. Civilian trainers usually won't understand ADF nuances enough to train effectively, but finding uniformed true believers skilled to effectively train, lead discussions, and 'convince' equality sceptics may be equally tricky too. (FEMALE)

◆

It is a 'skill' issue, people lack repertoires of behaviour. The 'order-threat' approach is psychologically not motivating to people. (MALE)

ANNEX B: RESOURCES FOR PROFESSIONAL DEVELOPMENT AND/OR UNIT TRAINING

Resource List:
The Gender Dimension

This *Resource List* includes details on books, articles, movies, you-tube videos, newspaper articles and web-portals which can be used to enhance your understanding of *The Gender Dimension.* The material can be used to create interesting and well-targeted unit training activities, and/or for individual professional development.

It is an extract from *Teaming: optimising military capability for the era of equality: 2020 to 2050,* Australian Army, March 2017, (Annex B). While the *Teaming* paper distils much of this content, engaging with some of the source documents may allow readers a greater immersive experience. This, in turn, may facilitate the development of new tactical, operational and strategic options, plus empower Army leaders, at all levels, to masterfully lead diverse teams.

Some resources are highly academic, others are more accessible. Pick and choose as suits your needs and interests. Collectively, they present a wide variety of views, yet it is this – a vast assemblage of varying perspectives – which may itself be a key feature of the cultural terrain over 2020 to 2050.

Reading List Categories:

1. Women and War
2. Gender Studies
3. Women's Studies
4. Men's Studies
5. Diverse Teams
6. Minefields of Modern Culture
7. Short List (Key readings from all categories)

Women & War

Military History

BOOKS:

- *The Amazons: Lives and Legends of Warrior Women Across the Ancient World*, Adrienne Mayor, 2014

- *The History of Australian Nurses in the First World War: An ACN Centenary Commemorative Trilogy* (the Trilogy), Ruth Rae, FACN https://www.acn.edu.au/commemorative_trilogy

- *The White Mouse: The autobiography of Australia's wartime legend.* Nancy Wake, 1985

- *Nancy Wake: A Biography of Our Greatest War Heroine.* Peter FitzSimons, 2001 (Also available as an audio-book)

- *The favoured daughter. One woman's fight to lead Afghanistan into the future*. Fawzia Koofi, 2012 (War from the inside view of a civilian)

- *Mighty be our Powers. A Memoir. How sisterhood, prayer, and sex changed a nation at war*. Leymah Gbowee, 2011 (Another view of war from the inside, but also a story of courage and leadership by Nobel Prize winner Leyman Gbowee) See also related film, Pray the Devil Back to Hell.)

- *Corsets to Camouflage. Women and War*, Kate Adie, 2003 (Historical account of women in wars over the 20th Century).

- *Band of sisters: American women at war in Iraq.* Kirsten Holmstedt, 2007

- *Nimo's war, Emma's war: making feminist sense of the Iraq war*, Cynthia Enloe, 2010, University of California Press.

- *Ashley's War: The Untold Story of a Team of Women Soldiers on the Special Ops Battlefield*, Gayle Tzemach Lemmon, 2016

MULTIMEDIA:

- E-Article: *The war nerd: Getting 'women warriors' wrong*, Brecher, G. 2015 https://pando.com/2015/01/19/the-war-nerd-getting-women-warriors-wrong/

- Website: *Australian Women in War 2008*, 100 Years of Anzac Centenary, DVA http://anzacportal.dva.gov.au/resources/australian-women-war

- Webpage: *The Persian Lioness.* The official website of Dr Kaveh Farrokh – dedicated to the advancement of Ancient Iranian and Classical Studies, 2015 http://kavehfarrokh.com/iranica/the-women-of-persia/the-persian-lioness-iranian-women-in-history

FILMS: (Historical and fictional)

- *Carve her name with pride,* 1958
- *The Battle of Algiers*, 1966
- *La Femme Nikita*, 1990
- GI Jane, 1997
- *Paradise Road*, 1997
- *The Messenger: The Story of Joan of Arc*, 1999
- *Charlotte Gray*, 2001
- *Warrior Queen*, 2003 (Boudica)
- *Warrior Queen Boudica*, 2006
- *Lioness*, 2008
- *Pray the Devil Back to Hell*, 2008
- *Mulan: Rise of a Warrior*, 2009 (non-cartoon version)
- *Nancy Wake*, 2012
- *Zero Dark Thirty*, 2012
- *Nancy Wake – Gestapo's Most Wanted*, 2014
- *Mad Max Fury Road*, 2015
- *Star Wars Rogue One*, 2016
- *The Hunger Games* series
- *Divergent* series
- *Game of Thrones* series

Terrorism

- Report: *Becoming Mulan? Female western migrants to ISIS* Carolyn Hoyle; Alexandra Bradford and Ross Frennett, Institute for Strategic Dialogue, 2015 www.strategicdialogue.org\wp-content\ uploads\2016\02\ISDJ2969_Becoming_Mulan_01.15_WEB.pdf

- Article: *Women of the Islamic State: A manifesto on women by the Al-Khanssaa Brigade*, (Translation) https://www.quilliaminternational.com/shop/printed-publications/women-of-the-islamic-state-a-manifesto-on-women-by-the-al-khanssaa-brigade/

- Article – *ISIS and Female Slaves* www.jihadwatch.org/2015/05/jihadi-bride-i-rejoiced-when-we-had-our-first-sex-slave

- Website: Comedian Shazia Mirza's *website:* Writer of *"The Kardashians Made me Do it"* on why three London school girls joined ISIS www.shazia-mirza.com

Countering Violent Extremism

- Book: *Your Fatwa Does Not Apply here. Untold stories from the fight against Muslim Fundamentalism*, Karima Bennoune, 2013

- Book: *I Am Malala: The Girl Who Stood Up for Education and was Shot by the Taliban*, by Malala Yousafzai and Christina Lamb, 2013, Weidenfeld & Nicolso

- TED Talk: *How I stopped the Taliban from shutting down my school*, Sakena Yacoobi, May 2005 www.ted.com/talks/sakena_yacoobi_how_i_stopped_the_taliban_from_shutting_down_my_school

- Website: *The Unveiled Institute.* (Australian organisation seeking to improve Muslim-West understanding, from a woman's perspective) https://unveiledthought.com/

- Website: *Sister-Hood magazine*. (Digital magazine and a series of live events; aims to give Muslim women a voice, rather than be spoken for in the media etc) http://sister-hood.com/

Australian Army

- Article: *Raising a female-centric Infantry Battalion: Do We Have the Nerve?*
  Lieutenant Colonel Luke Carroll, 2014, Australian Army Journal, XI, Number 1 (Winter)
  https://www.army.gov.au/our-work/publications/australian-army-journal/past-editions/2010-current

- Blog: *Up and go: Role of women in achieving a competitive edge in elite adventure racing teams.*
  Lieutenant Colonel James Kidd, 2015 http://103.11.78.168/Our-future/Blog/Articles/2015/04/Up-and-go

- Article: *Female representation in Army's Combat Brigades. 1st Brigade*, Lone Pine Paper:
  Major Kate Tollenaar, 2015.

Women, Peace and Security

- 'Monash GPS' (Monash Gender, Peace & Security), Monash University, Melbourne. An academic hub of experts, publications and scholarship on WPS. http://www.monashgps.org/

- Article: *The cost of ignoring gender in conflict and post-conflict situations: A feminist perspective.* 2012.
  Amsterdam Law Forum, N. Puechguirbal

- Report: *Whose security? Practical examples of gender perspectives in military operations.*
  Swedish Armed Forces. Nordic Centre for Gender in Military Operations, 2015
  http://www.forsvarsmakten.se/siteassets/english/swedint/engelska/swedint/nordic-centre-for-gender-in-military-operations/whose-security-2015-low-resolution.pdf

- Book: *Rape Loot Pillage: The political economy of sexual violence in armed conflict,* Sara Merger, 2017,
  Oxford University Press

- Book: *The War on Women, and the Brave Ones who Fight Back*, Sue Lloyd-Roberts, 2016

- You-Tube: *Side by Side, Women, Peace and Security*. UN Women (30 mins)
  https://www.youtube.com/watch?v=a2Br8DCRxME

- *Nordic Centre for Gender in Military Operations*, Global research and training facility. ADF send personnel here to be trained as Gender advisers. Website has many useful resources
  http://www.forsvarsmakten.se/en/swedint/nordic-centre-for-gender-in-military-operations/

Women with new bright ideas on security

- **Megan Anderson:**
  - E-article: *Where are the women? The unfortunate omission in the Army's COIN doctrine*,
    Megan Anderson, Modern War Institue, 7 March 2017
    http://mwi.usma.edu/women-unfortunate-omission-armys-coin-doctrine/
  - Website: http://policylovers.com/
  - Twitter: @TheGlossierNerd

- **Dr. Benedetta Berti:**
  - TED Talk: *The surprising Way groups Like ISIS Stay in Power,* 2015 https://www.ted.com/talks/benedetta_berti_the_surprising_way_groups_like_isis_stay_in_power?language=en
  - Webpage: http://www.benedettaberti.com/ (Numerous publications)
  - Twitter: @benedettabertiw

- **Professor Louise Shelley:**
  - *Director, Terrorism, Transnational Crime and Corruption Center (TraCCC) George Mason University.*
    https://schar.gmu.edu/research/research-centers/terrorism-transnational-crime-and-corruption-center
  - *Book: Dirty Entanglements: Corruption, Crime, and Terrorism, 2014, Cambridge University Press*

- *Women Also Know Stuff* webpage. Lists women experts, by various categories of expertise, including numerous related to security, military and defence. Twitter: @womenalsoknow http://womenalsoknowstuff.com/

- *Foreign Policy Interrupted*. Fellowship program and other support for women and women-oriented perspectives in Foreign policy. Twitter: @fpinterrupted http://www.fpinterrupted.com/

Feminist and / or women-oriented approaches to International Relations

- **Thought leaders.** More research is required to identify non-western thinkers, however, as a start-point a sample, non-inclusive list of western thought leaders follows. Each have numerous publications. Perspectives vary; some writings may challenge military readers as they are inherently against the use of militarised force, others are deeply and almost unyielding critical of notions like 'brotherhood.' These are all issues which can be considered and contested, with the greater goal of enriching all participant's comprehension of the security spectrum:
  - Nadje Al-Ali, University of London
  - Jean Bethke Elshtain, (late, of University of Chicago Divinity School)
  - Cynthia Enloe, Clark University, Massachusetts, USA
  - Susan Harris-Rimmer, Australian National University
  - Megan Mackenzie, University of Sydney
  - V. Spike Peterson, University of Arizona
  - Lisa Sharland, Australian Strategic Policy Institute
  - Laura J. Shepherd, UNSW, Australia
  - Laura Sjoberg, University of Florida
  - Anne-Marie Slaughter, President New America think-tank. Ex-Princeton, University, New Jersey, USA
  - J. Ann Tickner, American University, Washington, USA
  - Jacqui True and Katrina Lee-Koo Directors of *Monash GPS*, (Gender, Peace and Security) and other scholars associated with *Monash GPS*.

- **Books:**
  - *A feminist voyage through international relations,* J.A. Tickner, 2013, Oxford University Press, USA
  - *Bananas, beaches and bases: Making feminist sense of international politics,* Cynthia Enloe, 2014. University of California Press
  - *Gender, war, and militarism: feminist perspectives,* Sjoberg, L., & S. Via, 2010, ABC-CLIO, California
  - *Gender and international security: feminist perspectives*, Sjoberg, L. (ed) 2009, Routledge
  - *Women and war in the Middle East: transnational perspectives*. Nadje Al-Ali and Nicola Pratt, 2009, Zed Books
  - *Beyond the Band of Brothers: The US Military and the Myth That Women Can't Fight,* by Megan MacKenzie, 2015 (This book proposes that deep cultural myths influence the way the modern world conceives war as inherently a masculine activity. It challenges concepts like 'Band of Brothers' and the idea that all-male teams are 'exceptional, essential and elite' which necessarily requires the exclusion of women. With interesting historical details, the book has undeniable value in helping to unpack assumptions; however, readers may find its critique of brotherhood and the military harsh or one-sided.)

- **Policy:**
  - *Swedish feminist international relations policy.*
    http://www.government.se/government-policy/feminist-foreign-policy/
  - *Speech by the Swedish Minister for Foreign Affairs at Helsinki University, Wallström M. 3 March 2015. (Explains rationale for feminist international relations policy)*
    http://www.government.se/speeches/2015/03/speech-by-margot-wallstrom-at-helsinki-university/
  - *Here's Why Closing the Foreign Policy Gender Gap Matters, by Saskia Brechenmacher, 16 March 2017. (Statistics on women's inclusion in Foreign Policy)*
    https://www.newamerica.org/weekly/edition-157/heres-why-closing-foreign-policy-gender-gap-matters/

Gender Studies

General

- Book: *Gender: The Basics*, Hilary Lips, 2013 (A good introductory text)
- Book: *Delusions of gender*, Cordelia Fine, 2010 (Discusses neuroscience which finds there are no 'brain' differences, but rather gender differences emerge from acculturalisation)
- Book: *Liquid Love*, Zygmunt Bauman, 2003
- Book: *Free Women, Free Men: Sex, Gender, Feminism*, Camille Paglia, 2017 Penguin Random House
- Video: *Gender as a Spectrum* (VIMEO, 4 Minutes) https://vimeo.com/138458700
- TED talk: *Are brains male or female*? Neuroscientist, Daphna Joel. (There is no such thing as a 'male' or female' brain – brains are a mosaic of male and female characteristics. Each person has their own 'mosaic') https://www.youtube.com/watch?v=rYpDU040yzc

Men on women's equity

BOOKS:

- *Athena Rising: How and Why Men Should Mentor Women*, Brad Johnson and David Smith, 2016. (Military focus)
- *Confessions of a Sexist*, Lars Einar Engström, 2008
- *Stand Up Be a Real man*, Lars Einar Engström, 2015
- *The Guy's Guide to Feminism*, MS Kimmel, 2011
- *Engaging Men in Building Gender Equality*, Michael Flood and Richard Howson

MULTIMEDIA:

- TED Talk: *Why I believe the mistreatment of women is the number one human rights abuse*. Jimmy Carter, 30 June 2015 https://www.youtube.com/watch?v=wfW3aZCFfLA
- TED Talk: *My daughter, Malala*. Z. Yousafzai, 2014 https:\www.ted.com\talks\ziauddin_yousafzai_my_daughter_malala?language=en
- Blog: *Fierce Gentlemen* http://fiercegentleman.com/
- Blog: *The Good Men Project* https://goodmenproject.com/
- Website: *He for She* http://www.heforshe.org/

Gay, Lesbian, Bisexual, Transgender, Intersex, Queer, Questioning and Asexual (GLBTIQQA)

- Website: *Pride In Diversity*. This website is a great resource. It has many publications and 'how to' guides for helping increase understanding of GLBTIQQA in workplaces, with an Australian context and links http://www.prideindiversity.com.au/resources/publications/
- E-article: *Understanding the 'i' in LGBTI*, By Azmina Dhrodia, Amnesty International, 2016 https://www.amnesty.org/en/latest/news/2016/10/intersex-awareness-day/

Women's Studies

General

BOOKS:

- *A Room of One's Own*, Virginia Woolfe 1929 (A classic and highly readable)

- *The Female Eunuch*, Germaine Greer, 1970 (Historically significant)

- *Women's Ways of Knowing*, Mary Belenky, B. Clinchy, N. Goldberger and J. Tarule, 1986

- *Women who run with the wolves: myths and stories of the wild woman archetype*, Clarissa Pinkola Estés, 1996

- *Why So slow? The Advancement of Women*, Virginia Valian, 1999 (Discusses bias in how women and men's work place performance is assessed.)

- *The Female Brain*, Louise Brizendine, 2007 (Accused of being pop-psychology, some aspects debunked, but useful introduction to some concepts)

- *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*, Nicholas D. Kristof and Sheryl WuDunn, 2010

- *The Misogyny Factor*, Anne Summers, 2013

- *The Fictional Woman*, Tara Moss, 2014

- *Unspeakable Things*, Laurie Penny, 2014

- *The Wife Drought*, Annabel Crabb, 2015

- *Moody Bitches: The Truth about the Drugs You're Taking, the Sleep You're Missing, the Sex You're Not Having, and What's Really Making You Crazy,* Julie Holland, 2015

- *Fight like a Girl*, Clementine Ford, 2016

ARTICLES:

- Article: *It's good to be the Queen . . . but it's easier being the King*, Adam Galinsky and Maurice Schweitzer, October 2015 http://www.mckinsey.com/global-themes/leadership/its-good-to-be-the-queen-but-its-easier-being-the-king

- Article: *Why you should carry yourself with the confidence of a mediocre white man.* Julia Baird, ABC News, 15th August 2016 http://www.abc.net.au/news/2016-08-15/carry-yourself-with-the-confidence-of-a-mediocre-white-man/7725068

MULTIMEDIA:

- *Women Matter,* web-resource by McKinsey & Company, (Research Reports, videos, links and other materials) http://www.mckinsey.com/features/women_matter

Communication

BOOKS:

- *The silent sex, gender, deliberation and institutions*, C. F. Karpowitz and T. Mendelberg, 2014

- *Speaking out: A 21st-century handbook for women and girls*, Tara Moss, 2016

ARTICLES:

- *Gender-neutral communication: how to do it*. Baden Eunson, 2015
  http://theconversation.com/gender-neutral-communication-how-to-do-it-38383

- *Why men interrupt*. R.L.G. Berlin, 2014 (On 'mansplaining')
  http://www.economist.com/blogs/prospero/2014/07/conversation-and-sexes

- *Gender inequality in deliberative participation*, Karpowitz, C. F., Mendelberg, T. and Shaker, L., 2012. American Political Science Review, 106(03): 533-547 https://www.cambridge.org/core/journals/american-political-science-review/article/gender-inequality-in-deliberative-participation/CE7441632EB3B0BD21CC5045C7E1AF76

- *The great gender debate: Men will dominate 75% of the conversation during conference meetings, study suggests*. E. Wrenn, 2012. (A layperson's account of Kapowitz and Mendelberg's 2012 study)
  http://www.dailymail.co.uk/sciencetech/article-2205502/The-great-gender-debate-Men-dominate-75-conversation-conference-meetings-study-suggests.html

- Memo Steve Price: how 'hysteria' has been used to degrade and control women, P. Michaels, 2016. The Conversation, 18th July 2016 https://theconversation.com/memo-steve-price-how-hysteria-has-been-used-to-degrade-and-control-women-62604

Emotional labour

- Article: *Madame C.E.O., Get Me a Coffee*, Sandberg, S. and A. Grant. 2015. New York Times, 8 February 2015
  http://www.nytimes.com/2015/02/08/opinion/sunday/sheryl-sandberg-and-adam-grant-on-women-doing-office-housework.html?_r=0

- Article: *Women's jobs, men's jobs: Sex segregation and emotional labor*, Guy. M.E. and M. A. Newman, 2004. Public Administration Review, Vol. 64, No. 3 (May – Jun., 2004), pp. 289-298
  http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2004.00373.x/abstract

- *'Emotional Labor Assessment*,' Maecenas, 2015 http://ask.metafilter.com/283189/Emotional-Labor-Checklist-Self-Assessment

Women and Leadership

- **Brené Brown:**

  - Book: *Daring greatly: How the courage to be vulnerable transforms the way we live, love, parent, and lead,* Penguin, New York, USA. 2012

  - TED Talk: *The power of vulnerability,* June 2010 https://www.ted.com/talks/brene_brown_on_vulnerability

- **Sheryl Sandberg,** (COO Facebook):

  - Book: *Lean in: Women, work, and the will to lead,* 2013, Random House.

  - TED talk: *Why we have too few women leaders,* December, 2010 http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders?language=en

  - TED Talk: *So we leaned in… now what?* December, 2013 https://www.ted.com/talks/sheryl_sandberg_so_we_leaned_in_now_what

- Book: *Abandoning leadership for a better way of being for women and men*, Diann Rodgers-Healey, 2012

- Book chapter: 'Ways Women Lead' by J.B. Rosener; in *Leadership, gender, and organization*, ed., P.H. Werhane and M. Painter-Morland, Springer, New York, USA., 2011 http://takkagri.weebly.com/uploads/3/0/3/1/30319257/43.leadership_gender__organization.pdf

- Report: *Review of fatalities in the February 7, 2009, bushfires. Prepared for the Victorian Bushfires Royal Commission, Centre for Risk and Community Safety RMIT University & Bushfire CRC, 13 April 2010, Melbourne, Australia.* http://www.bushfirecrc.com/sites/default/files/managed/resource/review-fatalities-february-7.pdf

- Website: *The encyclopaedia of women and leadership in Twentieth-Century* (The history of women and leadership in twentieth-century Australia.) http://www.womenaustralia.info/leaders/index.html

- Historical examples:

  - Queen Elizabeth I http://www.royal.gov.uk/historyofthemonarchy/kingsandqueensofengland/thetudors/elizabethi.aspx

  - Queen Victoria https://www.royal.uk/victoria-r-1837-1901

  - Catherine the Great (Russia) http://www.saint-petersburg.com/royal-family/catherine-the-great/

Men's Studies

BOOKS (general):

- *Manhood in America*, M. Kimmel, 1995

- *Guyland: The perilous world where boys become men*. M. Kimmel, 2008

- *Angry white men: American masculinity at the end of an era*. M. Kimmel, 2013

- *The demise of guys: why boys are struggling and what we can do about it*, P.G. Zimbardo and N. Duncan, 2012

- *Man disconnected: How technology has sabotaged what it means to be male*. P.G. Zimbardo and N. Coulombe, 2015

- Steve Diddulph's books: *Manhood; The New Manhood; Raising Boys; Raising Girls* www.stevebiddulph.com

BOOKS (academic):

- *Handbook of studies on men and masculinities*, Kimmel, M. S., J. Hearn and R. W. Connell 2004, Sage Publications

- *Masculinities and Literary Studies: Intersections and New Directions*, Armengol, J. M., Vilarrubias, M. B., Carabí, À., & Requena, T. 2017, Routledge.

ARTICLES:

- *Identifying, affirming, and building upon male strengths: The positive psychology/positive masculinity model of psychotherapy with boys and men*. Kiselica, M. S. and M. Englar-Carlson 2010, Psychotherapy: Theory, Research, Practice, Training 47(3): 276

- *Adolescent boys' experiences with policing of masculinity: Forms, functions, and consequences*. Reigeluth, C. S. and M. E. Addis 2016, Psychology of Men & Masculinity 17(1): 74

- *Hard won and easily lost: A review and synthesis of theory and research on precarious manhood*. Vandello, J. A. and J. K. Bosson 2013, Psychology of Men & Masculinity 14(2): 101

- *Women's studies and men's studies: friends or foes?* Justad, M. J. 2000, The Journal of Men's Studies 8(3): 401-406

- *Manning Up*. Cheryan, S., J. S. Cameron, Z. Katagiri and B. Monin 2015, Social Psychology

- *How threats to masculinity sequentially cause public discomfort, anger, and ideological dominance over women*. Dahl, J., T. Vescio and K. Weaver 2015, Social Psychology

- *Constructions of masculinity and their influence on men's well-being: a theory of gender and health*. Courtenay, W. H. 2000, Social science & medicine 50(10): 1385-1401

- *Unmasking manly men: The organizational reconstruction of men's identity*. Ely, R. J. and D. E. Meyerson 2006, Academy of Management Proceedings, New York, Academy of Management

- *Unmasking manly men*. Ely, R. and D. Meyerson, 2008, Harvard Business Review 86(7/8): 20 https://hbr.org/2008/07/unmasking-manly-men

- *There's no crisis in masculinity, only a narrow definition of men*. The Conversation. D. Ridge. 2014, https://theconversation.com/theres-no-crisis-in-masculinity-only-a-narrow-definition-of-men-21777

- *'It's caveman stuff, but that is to a certain extent how guys still operate:' men's accounts of masculinity and help seeking.* O'Brien, R., K. Hunt and G. Hart 2005, Social Science & Medicine 61(3): 503-516

- *Men, masculinities, and murder-suicide*. Oliffe, J. L., C. S. Han, M. Drummond, E. S. Maria, J. L. Bottorff and G. Creighton 2014, American journal of men's health: 1557988314551359

- *Conformity to masculine norms and preferences for therapy or executive coaching*. McKelley, R. A. and A. B. Rochlen 2010, Psychology of Men & Masculinity 11(1): 1

- *Sexual harassment against men: Examining the roles of feminist activism, sexuality, and organizational context*. Holland, K. J., V. C. Rabelo, A. M. Gustafson, R. C. Seabrook and L. M. Cortina 2016, Psychology of Men & Masculinity 17(1): 17

MULTIMEDIA:

- *Man Up*. TV series, website and movement http://manup.org.au/

- *"The stereotypical Aussie man is strong, stoic and tough as nails. He laughs in the face of fear; and if life ever gets him down he drinks a cup of concrete and hardens the Fuck up. But with male suicide rates three times that of women, it appears the pressure to harden up may be making some men crack. Enter Gus Worland, co-host of the Sydney Triple M Grill team and unofficial bloke expert. He's not a shrink, but he talks, and listens, to men every day for a living; and he genuinely cares about their welfare. A few years back Gus was devastated by the loss of a close mate to suicide. Now Gus in on a mission to find out what it really means to be a man today and how the average Aussie bloke is actually faring"*

- TED talk: *Unmasking masculinity – helping boys become connected men*. R. McKelley, 2013 https://www.youtube.com/watch?v=LBdnjqEoiXA

- TED talk: *The Demise of Guys?* Philip Zimbardo March 2011, (Psychologist on why some men can prefer the company of men; the changing nature of boys' brains due to gaming, pornography, internet. Impacts upon boys' ability to talk to women, navigate social real world situations, school performance) http://www.ted.com/talks/zimchallenge

- Website: *The Demise of Guys* (Other books and links by Philip Zimbardo) http://www.demiseofguys.com/

- *Constructing New Masculinities* (CNM) – Research Group, University of Barcelona, (Access to numerous research outputs and experts etc) http://www.ub.edu/masculinities/indexE.html

Men's Studies relevant to warfare and security

BOOKS:

- *The masculinity and new war: The gendered dynamics of contemporary armed conflict*, David Duriesmith. 2016, Routledge, UK

- *Songs of a War Boy – My story*, Deng Thiak Adut, 2016 (A child soldier in Sudan, now studying law at Western Sydney University; NSW Australian of the year, 2016)

ARTICLES:

- *The other side of gender inequality: Men and masculinities in Afghanistan*. Echavez, C. R., S. Mosawi and L. W. R. Pilongo 2016, A. R. a. E. U. a. S. C. f. Afghanistan. Kabul, Afghanistan Research and Evaluation Unit

- *Is manhood a causal factor in the shifting nature of war?* The case of Sierra Leone's Revolutionary United Front, Duriesmith, David. 2014. International Feminist Journal of Politics 16.2 (2014): 236-254

- *Masculinity as political strategy: George W. Bush, the war on terrorism, and an echoing press*. Coe, K., D. Domke, M. M. Bagley, S. Cunningham and N. Van Leuven 2007, Journal of Women, Politics & Policy 29(1): 31-55

- *Masculinity and nationalism: gender and sexuality in the making of nations*. Nagel, J. 1998, Ethnic and racial studies 21(2): 242-269

- *Masculinities, change, and conflict in global society: Thinking about the future of men's studies*. Connell, R. W. 2003, The Journal of Men's Studies 11(3): 249-266

MULTIMEDIA:

- Documentary: *The Dancing Boys of Afghanistan*. Director: Mike Healy, 2010, Frontline. PBS, USA https://vimeo.com/11352212

Diverse Teams

General

BOOKS:

- *Team of Teams: New Rules of Engagement for a Complex World.* Stanley McChrystal, T. Collins, D. Silverman and C. Fussell, 2015

- *The wisdom of crowds: Why the many are smarter than the few;* James Surowiecki, 2004

- *Difficult conversations: How to discuss what matters most,* Douglas Stone, B.Patton, and S.Heen, 2010

ARTICLES:

- *Diversity Matters*, Vivian Hunt, Dennis Layton and Sara Price, McKinsey & Company, 2015
  http://www.mckinsey.com/Insights/Organization/Why_diversity_matters

- *Collaboration: strength in diversity*. Freeman RB, Huang W. 2014, Nature 513,
  http://www.nature.com/news/collaboration-strength-in-diversity-1.15912

- *Groups of diverse problem solvers can outperform groups of high-ability problem solvers*.
  Hong L, Page SE, 2004. Proceedings of the National Academy of Sciences 101: 16385-16389

- *Evidence for a collective intelligence factor in the performance of human groups*, Woolley, A. W., Chabris, C. F., Pentland, A., Hashmi, N. and Malone, T. W., 2010. Science, 330(6004): 686-688

- *Gender-heterogeneous working groups produce higher quality science*. Campbell LG, Mehtani S, Dozier ME, Rinehart J, 2013., PLoS ONE 8, doi: 10.1371/journal.pone.0079147

MULTIMEDIA:

- TED Talk: *What does my headscarf mean to you?* Yassmin Abdel-Magied, 2014. (On Cognitive Bias, the Merit Paradox and the problem of lack of opportunity) https://www.youtube.com/watch?v=18zvlz5CxPE

- TED Talk: *The danger of a single story*, Chimamanda Ngozi Adichie, July 2009, " if we hear only a single story about another person or country, we risk a critical misunderstanding…"
  http://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story

Training agency and approaches

- Diversity Dialogues – Harvard University example:
  https://hr.fas.harvard.edu/fas-diversity-dialogues-2016-2017

- The May Group – Advisory services and consulting on inclusive culture. Deliver an excellent one-hour lesson on Cognitive Bias, which they argue is the number one barrier to change http://www.themaygroup.com.au/

- Team Finch – Gender education for schools – (many resources which could be adapted)
  http://www.teamfinchconsultants.com/

- Gender and Complaints Mechanisms: A Handbook for Armed Forces and Ombuds Institutions to Prevent and Respond to Gender-Related Discrimination, Harassment, Bullying and Abuse (The Geneva Centre for the Democratic Control of Armed Forces – DCAF)
  http://www.dcaf.ch/Publications/Handbook-on-Gender-and-Complaints-Mechanisms

Indigenous people

- *Army Indigenous Community* website (This has multiple links and resources)
  https://www.army.gov.au/our-people/army-indigenous-community

- *The Little Red Yellow Black* website, an online gateway to The Little Red Yellow Black Book:
  An introduction to Indigenous Australia http://lryb.aiatsis.gov.au/index.html

- *Knowledge handbook for tour guides | Uluru-Kata Tjuta National Park*, Parks Australia, 2012.
  This handbook provides an example of the rich cultural knowledge of Indigenous Australians

White privilege – racism

- TED Talk: *An interview with the founders of Black Lives Matter,* Alicia Garza; Patrisse Cullors; Opal Tometi;
  Mia Birdsong, October 2016. https://www.ted.com/talks/alicia_garza_patrisse_cullors_and_opal_tometi_
  an_interview_with_the_founders_of_black_lives_matter

- YouTube: Eddie Murphy, *White Like Me*, 2013
  https://www.youtube.com/watch?v=I_LeJfn_qW0;%2029%20Aug%202013

- YouTube: Prince Ea, *I am NOT Black, You are NOT white*, 2015
  https://www.youtube.com/watch?v=q0qD2K2RWkc

- *Youtube: 'DeRay Mckesson Helps Stephen Address His Privilege' The Late Show with Stephen Colbert,
  19 Jan 2016* https://www.youtube.com/watch?v=qffCO1b-7Js

- *Australian Critical Race and Whiteness Studies Association* http://www.acrawsa.org.au/

- Article: *White privilege: Unpacking the invisible knapsack*, Peggy McIntosh, 1988, (a seminal article)
  http://files.eric.ed.gov/fulltext/ED355141.pdf#page=43

- *Whiteness Studies* – Wikipedia https://en.wikipedia.org/wiki/Whiteness_studies

Parenthood

- *Guide for employers – pregnant workers*. Australian Human Rights Commission
  https://www.supportingworkingparents.gov.au/employers/pregnant-employees

- *Pregnancy at work is a constant struggle against misconceptions,* L. O'Conor, 2015
  http://www.theguardian.com/women-in-leadership/2015/nov/18/pregnancy-work-struggle-misconceptions-
  expectations-double-standards?CMP=share_btn_link

- *Kate Ellis didn't quit to 'put her family first'. She'd always done that, Kristina Keneally*, 2017
  The Guardian. (Good explanation about the nuances of language regards parenting choices.)
  https://www.theguardian.com/commentisfree/2017/mar/14/kate-ellis-didnt-quit-to-put-her-family-first-shed-
  always-done-that?CMP=share_btn_tw

- *Commando Dad*. Website and series of books, blogs and other resources on fatherhood
  by ex-UK Commando Neil Sinclair, for example:

  – Raw Recruits (Pregnancy to Birth)

  – Basic Training (Birth to 12 months)

  – Mission Adventure – How to get active with your kids

  – Twitter: @CommandoDad

  – Website: www.commandodad.com

- Article: *How fatherhood is changing for the better*, Peter West, 18 August 2015, The Conversation
  https://theconversation.com/how-fatherhood-is-changing-for-the-better-45877

Minefields of Modern Culture

Decoding pornography

- Book: *Pornland: How porn has hijacked our sexuality*, Gail Dines

- Website: Gail Dines, http://gaildines.com/

- Movie: *Inside Deep Throat*. (How a popular porn film masks actual rape / abuse)

- Movie: *Life after Porn Ends*. (The story of women and men involved in the industry. It reveals them as often highly vulnerable people who are damaged by the experience)

- Website: Porn addiction information – how it affects the brain's 'reward system' and how to get help www.sexaddictionaustralia.com.au\pornography-addiction.html

Sexual consent and rape

- YouTube. *Tea and Consent*. U.K. Thames Valley Police. (Uses cartoon and metaphor of making tea to explain the issue of sexual consent.)

- Movie: *The Invisible War*. (Movie about rape in the US Military. A good option for helping to create empathy.) http://www.imdb.com/title/tt2120152/

Rape culture

- e-Article. *25 Everyday Examples of Rape Culture*, by Shannon Ridgeway, 10 March 2014, Everyday feminism website http://everydayfeminism.com/2014/03/examples-of-rape-culture/

- Book: *Beyond blurred lines: Rape culture in popular media*, 2016, N. Phillips, New York, NY: Rowman & Littlefield

- Newspaper: *You Might Be Rapey, Too — The Real Reason Some People Are Defending Bill Cosby and R. Kelly*, Kyla Jenee Lacey, 1st August 2016, The Huffington Post http://www.huffingtonpost.com/kyla-jenee-lacey/real-reason-people-are-defending-bill-cosby-rkelly_b_8938606.html

- Wiki – Rape Culture http://geekfeminism.wikia.com/wiki/Rape_culture

- Academic:

  – *Rape culture, lad culture and everyday sexism: researching, conceptualizing and politicizing new mediations of gender and sexual violence.* Phipps, A., Ringrose, J., Renold, E., & Jackson, C. 2017, Journal of Gender Studies, 1-8 https://www.researchgate.net/publication/313452004_Rape_culture_lad_culture_and_everyday_sexism_researching_conceptualizing_and_politicizing_new_mediations_of_gender_and_sexual_violence

  – *Religious Affiliation, Religiosity, Gender, and Rape Myth Acceptance Feminist Theory and Rape Culture.* Barnett, M. D., Sligar, K. B., & Wang, C. D. (2016). Journal of Interpersonal Violence, 0886260516665110 https://www.researchgate.net/profile/Michael_Barnett20/publication/306929228_Religious_Affiliation_Religiosity_Gender_and_Rape_Myth_Acceptance_Feminist_Theory_and_Rape_Culture/links/57c86bbb08ae28c01d51ccde.pdf

  – Book: *Preventing Sexual Violence: Interdisciplinary Approaches to Overcoming a Rape Culture*, Henry, N., & Powell, A. 2014, Springer

Slut-walks, slut-shaming and victim blaming

- The first 'slut-walk' was organised in Toronto in 2011 when a policeman advised female university students that if they did not want to be sexually assaulted, they should "avoid dressing like sluts."
  This became a global movement which seeks to put the focus of assaults back upon perpetrators, and assert women's right to not be shamed for their sexuality. Typical slogans include: *Change 'Don't get raped' to 'Don't rape' or 'Shame rapists not victims'* and '*My Clothes are Not My Consent.*'

- Websites: See Wikipedia links on 'Victim Blaming;' 'SlutWalk' and 'Slut Shaming'

- Website: Toronto SlutWalk http://www.slutwalktoronto.com/about/how

- Newspaper article: SlutWalks in Australia: 'Sluts' take to the streets
  http:\www.smh.com.au\national\sluts-take-to-the-streets-20110510-1egus.html

Modern misogyny

- *Stronger Together* is a letter published by members of Harvard University Women's Soccer team. This is in response to revelations there was a 'Scout Report' compiled on them which rated their appearances etc http://www.thecrimson.com/article/2016/10/29/oped-soccer-report/

Domestic violence

- Report: *Domestic Violence in Australia*. The Senate, Finance and Public Administration References Committee, 2015 http://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Finance_and_Public_Administration/Domestic_Violence/Report

- British actor Sir Patrick Stewart, famous for depicting Captain Jean-Luc Picard in the *Star Trek* films, is active campaigner against domestic violence. He publicly discusses his story of domestic violence at the hand of his father, an RSM in a UK Parachute Regiment, who suffered from PTSD:

  – Newspaper article: *Patrick Stewart: the legacy of domestic violence*
    https://www.theguardian.com/society/2009/nov/27/patrick-stewart-domestic-violence

  – You-Tube speech: *Patrick Stewart on violence against women*
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  – One man's *story about how he changed his violent behaviour* http://www.abc.net.au/news/2015-05-11/domestic-violence-abusers-take-responsibility-jerry-retford/6436126

  – *Culture of hostility to women leads to domestic violence* http://www.theguardian.com/australia-news/2014/nov/03/culture-of-hostility-to-women-leads-to-domestic-violence-say-police-chiefs

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The Short List

Women and War

- Books:

  - *Nancy Wake: A Biography of Our Greatest War Heroine.* Peter FitzSimons, 2001.
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  - *What kind of liberation? women and the occupation of Iraq*, Al-Ali, N. S. and N. C. Pratt, 2009, University of California Press.

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- Report: *Becoming Mulan? Female western migrants to ISIS* Carolyn Hoyle; Alexandra Bradford
  and Ross Frennett, Institute for Strategic Dialogue, 2015 http:\www.strategicdialogue.org\wp-content\
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- Article: *Raising a female-centric Infantry Battalion: Do We Have the Nerve?* Lieutenant Colonel Luke Carroll,
  2014, Australian Army Journal, Xl, Number 1 (Winter)
  https://www.army.gov.au/our-work/publications/australian-army-journal/past-editions/2010-current

- Policy: *Speech by the Swedish Minister for Foreign Affairs at Helsinki University*, Wallström M.
  3 March 2015. 2015. (Explains rationale for feminist international relations policy)
  http://www.government.se/speeches/2015/03/speech-by-margot-wallstrom-at-helsinki-university/

Gender studies

- Video: *Gender as a Spectrum* (VIMEO, 4 Minutes) https://vimeo.com/138458700

- *Athena Rising: How and Why Men should Mentor Women*, Brad Johnson and David Smith, 2016.
  (Military focus)

- Website: Pride In Diversity. This website is a great resource. It has many publications and 'how to' guides
  for helping increase understanding of GLBTIQQA in workplaces, with an Australian context and links
  http://www.prideindiversity.com.au/resources/publications/

Women's Studies

- *A Room of One's Own*, Virginia Woolfe 1929 (A classic and highly readable)

- *Gender-neutral communication: how to do it*. Baden Eunson, 2015
  http://theconversation.com/gender-neutral-communication-how-to-do-it-38383

- *Why men interrupt*. R.L.G. Berlin, 2014 (Also discusses 'mansplaining')
  http://www.economist.com/blogs/prospero/2014/07/conversation-and-sexes

- *Gender inequality in deliberative participation*, Karpowitz, C. F., Mendelberg, T. and Shaker, L.,
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- *The great gender debate: Men will dominate 75% of the conversation during conference meetings, study
  suggests*. E. Wrenn, 2012. (A layperson's account of Kapowitz and Mendelberg's 2012 study).
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- Book: *Abandoning leadership for a better way of being for women and men*, Diann Rodgers-Healey, 2012
- Book: *Moody Bitches: The Truth about the Drugs You're Taking, the Sleep You're Missing, the Sex You're Not Having, and What's Really Making You Crazy,* Julie Holland, 2015
- Article: *Ways women lead. Leadership, gender, and organization*, J.B. Rosener, 2011 http://takkagri.weebly.com/uploads/3/0/3/1/30319257/43.leadership_gender__organization.pdf

Men's Studies

- Books:
  - *Man disconnected: How technology has sabotaged what it means to be male.* P.G. Zimbardo and N. Coulombe, 2015
  - *Angry white men: American masculinity at the end of an era.* M. Kimmel, 2013
  - *Songs of a War Boy – My Story,* Deng Thiak Adut, 2016 (A child soldier in Sudan, now studying law at Western Sydney University; NSW Australian of the year, 2016.)
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  - *Identifying, affirming, and building upon male strengths: The positive psychology/positive masculinity model of psychotherapy with boys and men.* Kiselica, M. S. and M. Englar-Carlson 2010, Psychotherapy: Theory, Research, Practice, Training 47(3): 276
  - *Is manhood a causal factor in the shifting nature of war? The case of Sierra Leone's Revolutionary United Front*, Duriesmith, David. 2014. International Feminist Journal of Politics 16.2 (2014): 236-254.
  - *The other side of gender inequality: Men and masculinities in Afghanista*n. Echavez, C. R., S. Mosawi and L. W. R. Pilongo 2016, A. R. a. E. U. a. S. C. f. Afghanistan. Kabul, Afghanistan Research and Evaluation Unit
- Multimedia:
  - Documentary: *The Dancing Boys of Afghanistan*, Director: Mike Healy, 2010, Frontline. PBS, USA http://www.imdb.com/title/tt1559673/
  - *Man Up*. TV series, website and movement http://manup.org.au/
  - TED talk: *Unmasking masculinity -helping boys become connected men* R. McKelley, 2013 https://www.youtube.com/watch?v=LBdnjqEoiXA
  - TED talk: *The Demise of Guys?* Philip Zimbardo March 2011, (Psychologist on why some men can prefer the company of men; the changing nature of boys' brains due to gaming, pornography, internet. Impacts upon boys' ability to talk to women, navigate social real world situations, school performance) http://www.ted.com/talks/zimchallenge
  - *Commando Dad*. Website and series of books, blogs and other resources on fatherhood by ex-UK Commando Neil Sinclair http://www.commandodad.com/

Diverse Teams

- *Collaboration: strength in diversity*. Freeman RB, Huang W. 2014, Nature 513, http://www.nature.com/news/collaboration-strength-in-diversity-1.15912
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- *Army Indigenous Community* website: https://www.army.gov.au/our-people/army-indigenous-community
- YouTube: Eddie Murphy, *White Like Me*, 2013
- TED Talk: *An interview with the founders of Black Lives Matter,* Alicia Garza; Patrisse Cullors; Opal Tometi; Mia Birdsong, October 2016. https://www.ted.com/talks/alicia_garza_patrisse_cullors_and_opal_tometi_an_interview_with_the_founders_of_black_lives_matter

Minefields of Modern Culture

- Book: *Pornland: How porn has hijacked our sexuality,* Gail Dines
- Wiki – rape culture http://geekfeminism.wikia.com/wiki/Rape_culture
- British actor Sir Patrick Stewart, famous for depicting Captain Jean-Luc Picard in the *Star Trek* films, is active campaigner against domestic violence. He publicly discusses his story of domestic violence at the hand of his father, an RSM in a UK Parachute Regiment, who suffered from PTSD:
  - Newspaper article: *Patrick Stewart: the legacy of domestic violence* https://www.theguardian.com/society/2009/nov/27/patrick-stewart-domestic-violence
  - You-Tube speech: *Patrick Stewart on violence against women* https://www.youtube.com/watch?v=Xi_27bpIb30

ANNEX C: EXAMPLE DISCUSSION TOPICS AND SCENARIOS FOR UNITS

Discussion Topic 1: Understand the victim

This topic is relevant for supervisors encountering a victim attempting to report a serious incident. Army has good processes in place, such as assigning a 'Case Support Officer,' but this scenario may aid both supervisors and case support people to increase their empathy and understanding of the victim, which influences the way procedural steps are undertaken. Below is a victim's testimony – read this and discuss:

Person X's testimony:

I would describe the impact of serious harassment or discrimination as like being destroyed on the inside. It is as though someone has a hammer and a chisel, and they are chipping away at your internal sense of self, which you might imagine as initially being a happy, fully intact statue. Chip, chip, chip. Gradually little cracks appear, bits flake away. It can go on for months or years. Sometimes, the chips are tiny and, alone, might seem insignificant. At other times, they are harsh blows, where a part of the statues arm may fall away, or there is a gaping hole in the abdomen area.

By the time the person speaks up on such an issue, their internal self is usually damaged. It is as though a part of them has 'broken' off or shattered. This means that upon reporting incidents, they may not be strong, confident, or clear. Their ability to make sense of what is occurring can sometimes be distorted; they may even have difficulty perceiving the problem; they may just know something is wrong. They may undertake self-blame. Their ability to judge and perceive has been damaged as well. It is hard to express what is happened as somehow putting it into words, makes it 'real' and they don't want to believe it or it is painful to confront.

Discussion

- Will victims always appear like this?

- If someone is in this state, what are the implications for how one talks to them, finds out what is going on and supports them?

- How do you tell the difference between someone who does not have the toughness and strength of character suitable for Army work, and someone who is a potentially high performing valuable team member, affected by harassment at the time they speak to their boss?

- What impact might this situation have on the wider team and what is the team's role in these situations?

Discussion Topic 2: The talker versus the doer

In mixed-gendered environments, team members and leaders need to be able to distinguish between 'gender-aware' talk versus 'gender-aware' action.

Some individuals loudly proclaim their 'equity' credentials, but while they 'talk the talk' they may struggle to translate the words in action.

Others are not conspicuous in their support for gender equity, but their actions are extremely fair. Supervisors need to not be blinded by 'talk' but actually look at the actions of their subordinates to see if they are inclusive; if they are using the talents of the women in their team; and if they do actually listen to the women's ideas and provide them constructive help in their work, rather than merely flattery. Here are examples:

Scenario A: The work meeting (Jenny and Fred *versus* Jenny and Phil)

- *Talker.* Jenny meets her boss Fred who spends 40 minutes describing his feminist credentials, 'telling her' about equity issues, how much he values smart women's thinking and how devoted he is to these issues – as he has a daughter. 5 minutes are left for Jenny to quickly discuss her work or ideas, before Fred declares he has to fly for another meeting

- *Doer.* Jenny meets new boss, Phil. They spend the entire discussion on the work issue at hand; Phil listens to and engages with her work and ideas. He does not brag for one second about his feminist credentials; Phil just acts fairly and is focussed on the mission

Scenario B: Task assignment (Emma and Miranda *versus* Emma and John

- *Talker:* Miranda, the head of a large branch is very vocal about wishing to use young minds and connect with Millennials. She tasks Emma, an expert in satellite technology, to do all the administration for an upcoming 'Advances in Communication Technologies Conference' and ignores Emma's suggestions. Miranda acknowledges that Emma could contribute more, but explains that it is mission critical that someone does the administration. Miranda offers a carrot to Emma – once the conference is out of the way, she will give her more meaningful work, but this never happens. By now, everyone in the team is used to Emma being the admin-runabout, and they don't treat her as a technical expert anymore.

- *Doer:* John advises Emma that he has selected her to deploy in a very demanding role. Emma is a bit shocked and says, "Do you think I'm really up to it?" John replies quickly with confidence, "yes, you'll be fine." Emma deploys, does well and learns a lot. It is an incredible professional development opportunity for her, which benefits her and Army for the rest of her career

Discussion

- How is the 'Voice of Authority' issue relevant in the Jenny/Fred scenario?
- What are genuine actions that demonstrate valuing an individual's skills and talents?
- What is the impact of 'fake' rhetoric on equity likely to be for: the leader? The subordinate? The team? The mission?
- What is embodied chauvinism?

Discussion Topic 3: The touching issue and personal space

The issue of 'touching in the workplace' is one where there are large areas of grey. Many peers and colleagues, whose friendships go way back, like hugging or slapping each other's backs as they interact; they see this as a normal expression of mateship. Others find such approaches offensive and invasive. Additionally, there is the problem of predatory individuals who exploit this area of 'grey' adopting the 'Friendly Uncle' or 'Friendly Aunt' tactic. Unfortunately, while the majority of people are sensitive to others 'subtle' body language signals, Army must account for the minority of those who are either insensitive or predatory.

The 'Friendly Uncle/Aunt/Creep Tactic.' This is where a person appears very 'touchy feeling and cuddly' but has an ulterior motive to touch another person for their own gratification. The person being touched by such a low-level predator can often sense the less than innocent vibe and feels creeped out. However, it can be awkward to challenge what might seem a well-natured friendly gesture. Some ways Army could approach this issue:

- Have a blanket 'no touching policy' in the workplace

- Have a 'no touching policy' but allow exceptions at individual discretion when they are absolutely sure that the level of comfort and ease is reciprocated, and there is no rank imbalance. Superiors do not ever touch subordinates, acknowledging that there is a power imbalance which impinges upon open communication

- Openly discuss the issue within unit EEO training that while some see 'touching' as a gesture of support, others find it invasive and this may relate to their cultural upbringing or any other number of personal preferences

Low key terms for personal space boundaries

The personal space or 'touching issue' can be a sensitive topic to raise with some people, for others it is a non-issue. To assist in those more 'awkward' scenarios, the following terms may help people articulate their preferences in a low key or even humorous manner:

- *The Cactus.* The person who dislikes workplace touching. People should assume that their personal space extends to a 30-centimetre radius around them and keep out

- *The Sophisticate.* The sophisticate likes doing airbrush cheek kisses to greet people

- *The Sports Buddy.* Is happy with friendly 'back-slaps' or shoulder/upper-arm shakes

- *The Bear – Two Variants:*
  - Bear. Likes to give hearty all body extended hugs where they might even lift another person off the ground
  - Cuddly-bear. Is physically affectionate with people, hugging and touching then regularly

Using these sorts of terms may help people to clarify their preferences in a good –natured way. For example:

> *"oh, I'm a CACTUS in barracks or the office, but in the field or at sport, with my rank peers, I'm a SPORTS BUDDY, even sometimes a BEAR. At unit social functions, I hate the whole SOPHISTICATE stuff, count me out of that, – a hand-shake, wave or a head nod will do me just fine!"*

Scenario: Concertina is cuddly.

You are Warrant Officer Ron Bell and you are in charge of a JIIM section working on cyber warfare. Concertina is a civilian IT specialist who works in your team. In her spare-time she is also a talented Salsa dancer who enters competitions. Her Latin American culture and her family background is such that she is very 'touchy feely.' She has large breasts and in working with Army colleagues often touches people and presses herself into them as she talks. Some males, like Corporeal Smith, joke about how they like to work with Concertina around and you hear comments like, *"Oh is Concertina on duty then? Count me in!"* Others, like Sergeant Roger Canning, are upset by the situation, they feel their uniform is being disrespected when someone goes into their personal space.

- **Discussion:** If you were Warrant Officer Bell, how would you address this situation?

General discussion

- How would you describe your own level of comfort with workplace touching?

- Has anyone had an experience where this seemed a problem?

- What is the best way to approach these issues?

Discussion Topic 4: Male-to-male and female-to-female discrimination

Recalling that gender identity can be understood as either: existing on multiple spectrums (sexual orientation; external expression; brain; heart and so on) or through the 'Whole Person Concept' – it can be appreciated that there are infinite numbers of ways in which men and women may act and express themselves.

Yet within their own distinct 'physical gender' categories, males and females may penalise people for not conforming to 'their' understanding of how 'men' or 'women' *should* behave. **To explain in a crude but simple way:**

- **Male spectrum.** The male spectrum could be crudely conceived of as having 'Lumbersexuals' (likes chopping wood, carrying heavy things) at one end, and 'Metrosexuals, (uses moisturiser and likes male grooming products) at the other

- **Female spectrum.** The female spectrum, (related to the Army) might involve the 'Stern Battle Axe' at one end and the 'Bubbly-smiley-girly' persona at the other end

Within the constraints of various professional behaviour requirements, the aim must be to respect each person's individuality and to support them in being their authentic and best self, always knowing that people can flow and morph their behaviours and character traits at will, and as suits the moment.

After all, it is this ability which gives each person the resilience, creativity, flexibility, imagination and depths of strength to best meet whatever challenges they may face. Cohesive teams of such people are even stronger.

Discussion

- Do you know any examples where you think male-to-male or female-to-female interactions have pressured someone to conform to someone's idea of how either males or females 'should' be?

- What is the role of individuality in an Army team environment? When is it a good thing, when isn't it?

- How do you be authentic? Is that something we wish to encourage?

Discussion Topic 5: Workplace relationships

As overviewed by Clegg, 'workplace romance' affects most organisations,[353] thus, it is naive not to confront the issue. The Army's fraternisation policy appears to have stood the test of time, and few have concerns with it. However, while this policy is clear to most, it is worth reiterating its intent in simple language: The workplace is not a bar, nightclub or any other such venue, it is a place of work. All people are there to work; they are being paid to work, they are being relied upon by others to do their work. They need to feel able to focus upon their work without distractions. If there is genuine romantic interest, this must occur outside of the work environment IAW extant policy. Anyone who risks expressing their romantic interest to another colleague, must be emotionally prepared to accept a 'no' and, thereafter, still work effectively with that person.

This all seems common sense; however, this issue can cause problems and, thus, consideration and discussion of the following scenarios (provided from civilian sources) helps to unpack the complexity of reality:

Scenario A: Misinterpretations and malicious rumours

This refers to circumstances whereby a work colleague's normal behaviour or unique personality is incorrectly perceived and judged by a person applying stereotypes or using an overly sexualised lens. This type of situation could occur, for example, to a person who is 'addicted to pornography' and thus, brings this distorted filter to the way in which they interpret reality. For example:

- **Sally and Brian**. Sally has an outgoing, friendly personality; she grew up on a farm with many brothers and is good mates with Brian in her section. Her friendly actions are misinterpreted and she is shamed for them: "*Sally is hitting on to Brian*." Brian declares, "*I think Sally has the hots for me*." In fact, Sally feels no romantic inclination to Brian at all; in her mind, Brian is clearly placed in the 'friend-zone,' which is why she is very relaxed around him.

- **Jane, Robert and Tom**. Jane and Robert must work closely together on a project. They have a great platonic partnership. Tom is jealous of this, has a 'distorted lens' or is malicious and spreads rumours that something romantic is going on with Jane and Robert. These rumours impact Jane and Robert's ability to work together; they feel humiliated as 'gossips' watch and judge them at every project meeting. The good teamwork breaks down. The project they were working on together fails to reach its potential

Scenario B: Rejection and the wounded ego

- *Unhealthy Ego Response:* Jim's romantic interest is rejected by Rebecca. Jim decides to make Rebecca's life 'hell' – either by overt hostility to her at work, or by covertly undermining Rebecca from thereon in.

- *Healthy Ego Response:* Doug's romantic interest is rejected by Mary. Doug respects Mary's choice, forgets about it and they continue to be good collegial workmates

Scenario C: The 'false mate' tactic

Jim spends much time being a 'good platonic colleague' and earning Sylvia's trust. He tells her that he is a big supporter of women in the Army, as his mum was in the Army. However, these are lies and a smokescreen, Jim is a 'False Mate' – a sexual predator, not a genuine mate. Jim lingers around Sylvia for months, waiting patiently for a moment when Sylvia is more vulnerable than usual, – for example, very tired, stressed, distracted, has just received some bad news or some other circumstance where her guard is down. Jim uses this moment to invade Sylvia's personal space or worse.

Scenario D: The gaslighting technique[354]

What is gaslighting?

"A form of mental abuse in which information is twisted or spun, selectively omitted to favour the abuser, or false information is presented with the intent of making victims doubt their own memory, perception, and sanity" (Wikipedia)[355]

It is derived from the 1944 film, '*Gaslight.*' Gas-lighting is a tactic predators use when their actions are questioned. They immediately suggest the person making the accusation cannot think clearly or perceive things clearly.

- **Example 1:**
  - Jeremy: "Could not touch my knees like that?"
  - Kylie: "I was just leaning over to tell you something quietly so Bob couldn't hear, don't flatter yourself! You have no idea do you? Clueless"

- **Example 2**:
  - "You're just imaging it"
  - "You can't take a joke"
  - "You're nuts / over-sensitive / got it wrong"
  - "That didn't happen; no well you think you saw that, but you are wrong"

Scenario E: The scapegoat

Kevin, who is married, expresses romantic interest in Lynette, who is single. Lynette rejects Kevin. Now Kevin feels compromised as he knows that Lynette knows he was prepared to cheat on his partner, and she may talk to someone in the unit, and somehow it may get back to his wife. Kevin is also upset to have been rejected and now thinks Lynette is a mean person.

Kevin decides to take evasive action and tells other work colleagues, and his partner, that Lynette had expressed romantic interest in him, which he dutifully rejected. He calls Lynette to come to his office several times, on fabricated work reasons. Here he is really friendly and talks a lot about how much he loves his kids and family, and cracks jokes about them. Lynette relaxes and thinks they are now just mates. But Kevin wants people to see Lynette going to his office often, and laughing a lot, as this is evidence to incriminate her. He then tells people, *"She is always coming to my office…"* Lynette's reputation is unfairly vilified, and she may never know how this has occurred.

Scenario F: The unwanted emotional connection

Sharyn adores Max and wants to have a very emotionally close connection with him. She wants to discuss many personal things, and seeks much emotional support from Max. Max would prefer a more neutral, easy-going, collegial connection and sets some boundaries with Sharyn, distancing himself from her. Sharyn becomes upset and thereafter, Sharyn and Max struggle to work together effectively.

Scenario G: 'Sexual chemistry'

What are your 'Actions On' if you experience 'chemistry' with a work colleague?

A. Avoid the person at all costs. Act in an additionally rude or cold manner.

B. Blame and shame them – how dare they manipulate you this way!

C. Ignore it as an 'instinctive and irrational ape-like response.' (The idea that human senses can detect small signs of a good future 'mate' who would, biologically, complement their own gene pool so to produce the strongest off-spring.) Know it is just this ape-like calculus; ignore it and get on with work knowing it will pass.

D. Remind yourself that there is no fraternisation in units and that this person is a human being, with skills, experience, intelligence, a whole life and family of origin etc, they are more than their external appearance. Defence has paid a lot of money to recruit and train this person and they have skills that are necessary to the team. Determine to just judge them on who they are, not what they look like. Treat them as a full member of the team. Be fine with a good platonic friendship.

E. Arrange situations that allow you to interact with that person more often; flatter them a lot and seek to form an exclusive relationship with them.

F. Apply the *True L*ove Clause. Realise that you have found *True Love* and that it is mutual, report the situation to your superior, who will move one member to another work group, as mutually suitable. No one stands in the way of *True Love,* not even the Army. Invite previous team members to the wedding.

Discussion

- In each of these scenarios, how could the situation be most fairly resolved, so as to cause minimal interruption to the team?

- How do you establish an environment and culture in the team at the start that minimises the chance of these sorts of problems occurring?

- Whose role is it in units or teams to keep an eye on these issues and/or help people resolve them?

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[355] *op. sit.*

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