

# Multi-national missions of the 21<sup>st</sup> century: impact on leadership & training

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## **Abstract**

Multi-national mission changes of the 21<sup>st</sup> century will shape the ways in which each nation's military develops and implements technologies. Specifically, the battlefield of the future will be one that is complex and dynamic. Operationally, multi-national peacekeeping missions have shaped new requirements for advanced technologies to support training individuals working together in coalition ad hoc teams.

New demands have been placed on leaders to generate a team identity that will meet operational demands within this challenging environment. Regardless of the platform or the nation, net-centric warfare imposes an increased demand for knowledge superiority and the distribution of information to support tactical mission planning and critical and effective decision-making.

Thus, there is a need to address new approaches to sharing information and training in order to apply these technologies in the field. This paper will provide an overview of National and International efforts aimed at addressing these problems, as well as recommendations for future strategies to facilitate operational success within multi-national peace keeping missions. This paper will address three main topics:

1. Problem definition – The impact of technology on human performance and new mission requirements,
2. Tactical decision-making – training leaders of the future for critical decision making in an uncertain environment, and
3. Revolutions in Training for the future multi-national missions – lessons learned & the identification of critical factors to ensure successful operations.

In D. de Waard, K.A. Brookhuis, J. Moraal, and A. Toffetti (2002), *Human Factors in Transportation, Communication, Health, and the Workplace* (pp. 265 - 271). Maastricht, the Netherlands: Shaker.