

INVITATION

Leadership in a diverse and multicultural context

30 November to 5 December 2025

Hamburg, Germany

(training activity 25-26/PILOT/15)

The course **Leadership in a diverse and multicultural context** will be organised and conducted by the German Federal Police Academy and the German Centre for International Peace Operations (ZIF) with the support of the Command and Staff College of the German Armed Forces. It will provide participants with a space to reflect on and develop their leadership skills together with peers and facilitators. The course concept is based on the idea that a guided journey which links personal values, personality and experience working in diverse and multicultural environments with leadership skills is the best way to improve and eventually 'master' leadership.

Peace operations under the mandates of the EU, UN and OSCE take place in a context that is characterised by diversity, insecurity, fragility and uncertainty. Highly skilled leadership is even more crucial in these environments, and is a decisive factor in effective mandate implementation, the legitimacy and reputation of international actors, and the welfare and well-being of staff.

Course objectives:

- gain further awareness and a deeper understanding of behavioural patterns and automatic reactions that affected your past leadership experience in a peace operation context;
- apply new tools to break behavioural patterns that have caused leadership challenges in the past;
- gain insight into the perspectives of colleagues from different backgrounds (civilian, police and military) on leadership challenges and successes in a peace operation;
- gain motivation, insight and concrete approaches as to how to improve your performance as a well-rounded leader in a peace operations ;

- heighten your awareness of 'self' and 'team' as well as of the wider context in a group situation, gaining insights into team dynamics and your personal influence on and reaction to them;
- enhance your ability to lead effectively in multi-dimensional, international peace/crisis management operations and projects.

The ESDC is committed to ensuring an inclusive, gender-sensitive and discrimination-free environment. Only in an inclusive environment can all people, and therefore the ESDC and its partners, realise their true potential. We therefore particularly encourage those applicants who are likely to be underrepresented to apply.

We are pleased to invite you to nominate participants for this course.



Fergal Ó Regan
*Head of the European Security
and Defence College*



Markus Feilke
*Course Director
German Federal Police Academy*

Annexes

- Annex A: Administrative information
Annex B: Draft programme

Administrative information

Target group: Civilian, police and military experts deployed in management positions or who will be deployed to peace operations (EU, UN, OSCE, AU, NATO) or international organisations. Participants need to have leadership/management experience in a multicultural context, e.g. in international peace operations, international organisations or developmental context. The maximum number of participants is 12.

Course dates: Sunday 30 November (arrival by 17.00 latest) to Friday 5 December 12.00.

Applications: Applications from the EU Member States and EU institutions and agencies must be submitted via the ESDC secure internet system ENLIST, by designated nominators, at <https://esdc.europa.eu/enlist/login>, no later than **Thursday 30 October 2025**. A list of ENLIST nominators can be found on the ESDC website at <https://esdc.europa.eu/nominators/>.

The selection of participants will be determined by considering applicants' backgrounds, experiences, gender balance, and nationality, with the final decision resting with the ESDC and the organizers. To facilitate this process, **the nominator must upload the candidate's CV in ENLIST, in addition to nominating them in the system.**

Accommodation and course venue: Führungsakademie der Bundeswehr (Command and Staff College of the German Armed Forces), Clausewitz-Kaserne, Manteuffelstraße 20, 22587, Hamburg, Germany.

Language: The working language will be English; interpretation will not be provided.

Attendance: Attendance is mandatory during the entire course. A certificate will be awarded on the last day to those who have completed the full course.

Costs: All travel and meal expenses are to be covered by the sending authorities. Accommodation at the Command and Staff College of the German Armed Forces will be provided to participants at no cost.

Liabilities and insurance: Any costs arising from medical emergencies should be covered by the participant's medical insurance provided by the sending country/organisation. The organiser does not provide health or accident insurance for participants.

Registration is not final until confirmed by the ESDC Secretariat. Please do not book flights or accommodation before receiving confirmation.

Additional information will be provided to confirmed participants in due time.

Points of contact:

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Annex B: Draft programme

Sunday 30 November	Monday 1 December	Tuesday 2 December	Wednesday 3 December	Thursday 4 December	Friday 5 December
		09.00 - 09.15 Check-in	09.00 - 09.15 Check-in	09.00 - 09.15 Check-in	09.00 - 10.00 Team breakfast
	09.00 - 11.15 Introduction <i>(including coffee break)</i>	09.15 - 10.00 Perception	09.15 - 12.00 Team Diversity and Intercultural Communication <i>(including coffee break)</i>	09.15 - 11.00 Team Vision <i>(including coffee break)</i>	10.00 - 11.30 Energising yourself Reflection and recap
	11.15 - 12.00 Context	10.00 - 12.00 Roots <i>(including coffee break)</i>		11.00 - 12.30 Empowerment and Motivation	11.30 - 12.00 Closing celebration
	12.00 - 13.00 Lunch	12.00 - 13.00 Lunch	12.00 - 13.00 Lunch	12.30 - 13.30 Lunch	12.00 - 13.00 Lunch
By 17.00 Arrival and registration of participants 19.00 - Reception/Icebreaker	13.00 - 13.45 Context	13.00 - 14.30 Emotional Needs - Motives	13.00 - 14.30 Values	13.30 - 15.30 Coaching and feedback <i>(including coffee break)</i>	Departure
	13.45 - 15.30 Leadership and Management <i>(including coffee break)</i>	14.30 - 16.00 Cont.: Emotional Needs - Motives <i>(including coffee break)</i>	14.30 - 16.45 Team Resilience <i>(including coffee break)</i>	15.30 - 16.40 Cont. Coaching and feedback	
	15.30 - 16.30 Dialogue	16.00 - 17.00 Personal Vision			
	Introduction to journaling Team activity	Journaling and individual talks	Journaling and individual talks	Journaling Farewell dinner	