



## ENHANCING THE PROFESSIONALISM OF THE MILITARY

**RESIDENT: N/A**  
**MOBILE: P309117**

**ELIGIBLE FUNDING: IMET, FMF/FMS**  
**CERTIFICATION: PME**

This course explores a variety of topics within the broad theme of military professionalism. Based on traditionally-accepted principles of what constitutes professionalism, the course exposes participants to the assumptions and philosophy behind the concept of military professionalism. The course explores common challenges facing military leaders, including tensions between civilian officials and military officers. It addresses how military professionalism has been implemented in other countries (with varying degrees of success) to provide an understanding of fundamental goals and common challenges in diverse contexts.

### OBJECTIVES

Upon completion of this course, participants will be able to:

- ◆ Demonstrate a broad understanding of the concept of military professionalism in a democracy
- ◆ Articulate the key elements of military professionalism, as well as the relationship between military professionalism and the political realm
- ◆ Describe the nuanced nature of professionalism and provide lessons learned from various case studies
- ◆ Develop professional networks to address shared security interests

### TOPICS

This course utilizes expert presentations, facilitated discussions and small group exercises to prepare participants to be military professionals and work with civilian leaders to address the national security challenges facing their nations.

Sample course topics include:

- ◆ Civil-military relations
- ◆ Military professionalism
- ◆ Leadership, communication and conflict styles
- ◆ Democratically elected civilian oversight of the armed forces

### PARTICIPANTS

Offices of Defense Cooperations (ODCs) and Security Assistance Organizations (SAOs) are asked to draw participation from a wide spectrum of junior to mid-level military and civilian officials. Female participants are strongly encouraged to attend.



## FACULTY

ISG employs a diverse faculty with strong professional, academic, military, and government backgrounds. This faculty core is augmented by other government experts (both civilian and military) and subject matter experts (SMEs) drawn from universities, think tanks, international organizations, and industry.

## ENROLLMENT

Courses are conducted for partner countries as part of the United States government's security assistance and security cooperation efforts. As such, participation in ISG courses is managed through the security cooperation office of the US Embassies in partner countries. Interested, non-US persons should contact the international cooperation section of their own government or the relevant US Embassy for selection processes and enrollment. ISG reserves limited space in courses for US citizens. Interested US citizens may contact ISG to discuss availability.

## FUNDING

ISG can accept most types of US government funding. Courses are typically funded by IMET, FMF, FMS, CTIWFP, PKO, and other DoD-wide O&M funds (333, MSI, etc) on a case-by case basis. Cost estimates can be obtained by contacting ISG.

## ABOUT ISG

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The Institute for Security Governance (ISG) is a global security cooperation organization established to build partner capability and grow the field and practice of institutional capacity building (ICB). Located in Monterey, California, ISG serves as the Defense Security Cooperation Agency (DSCA)'s primary resource for ICB integration and implementation, project scoping and design, and education and advising expertise.

This course is a key component of ISG's 25-year-long effort to provide military and civilian officials with unique education and professional development programs. Designed to cultivate individual understanding of complex issues and foster peer-to-peer learning, this custom-tailored course offering brings theoretical and applied learning practices into a exciting and rich classroom environment.