



Dr. Eitan Shamir

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Bar Ilan University, Ramat Gan, 52900 Israel.
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ACADEMIC POSITIONS

February 2017- Present: **Senior Lecturer**, (Associate Professor) Department of Political Science, Bar Ilan University.

October 2012- Feb 2017: **Lecture** (tenure track), Department of Political Science, Bar Ilan University.

2009 – 2012: **Adjunct Lecturer**, Tel Aviv University, Ben Gurion University, IDC Hertzelia.

Other University Appointments

January 2022 – **Present, Director**, Begin -Sadat Center for Strategic Studies

2012-2022 – **Senior Researcher**, Begin -Sadat Center for Strategic Studies

2018-2022 **Head of MA in Security**, Military & Intelligence Studies Program, Political Studies Department, Bar Ilan University

EDUCATION

University of Ben Gurion, Government and Politics Department

Post Doctorate, Kreitman Fellow, 2011- 2012

King's College London, University of London, War Studies Department, London UK

Ph.D., in War Studies, May 2008

Thesis title: *Mission Command and Military Culture: A Case of Adoption and Adaptation*

Brigham Young University, Marriott School of Management, Provo, USA

Master in organizational Behavior (MOB), 1992

Tel Aviv University, Social Science Faculty, Israel

B.A, Political Science and Sociology, 1989

MAIN RESEARCH INTERESTS

- Military Strategy
- Military Culture, Command and Organization

- Military Innovation
- National Security
- Militaries in historical and cooperative and historical context

PROFESSIONAL NON ACADEMIC EXPERIENCE

Head of National Security Doctrine, Office of Strategic Affairs (*March 2011-October 2012*).

- Facilitate teams of experts with the mission to update Israel's national security doctrine
- A member in the adviser team serving Minister Moshe (Bogi) Ya'alon on current affairs and special projects.

Senior Research Fellow, Dado Canter for Interdisciplinary Military Studies, IDF (*May 2009 – March 2011*).

- Conducted research on IDF strategic and operational environment
- Developed and facilitate seminars with foreign militaries and relevant institutions
- Lectured at the IDF Operational Art course, Staff and Command and Junior Command Colleges.
- Facilitated war games at Staff and Command College

Academic Instructor, Center for Military Studies, IDF Staff & Command College, *Israel (October 2007 – May 2009)*.

- *Provided academic support to the program.*
- Facilitated and teaches teams of cadets on military theory and military history.
- Developed course materials for the staff college.

Independent Management Consultant, USA, London, Brussels and Israel, (2004 - 2008)

- Engaged in various consulting and research projects on diverse subjects, most work was primarily for:
- Wal Mart Corporate Headquarters on the subject of reforms and leadership.
- Pfizer's World Wide Business Innovation Unit (BIU) in the area of management innovation, change, and leadership.
- Frost & Sullivan, London Office, Aerospace & Defense Group, Conducted work in the area of Defense Analysis.

Senior Manager, *KPMG Consulting, Change Solutions Group*, McLean VA, USA and Tel Aviv Israel (1999-2002)

- Led large and complex *change* and *transformations* projects for one of the leading consulting firms in the world for various multinational client corporations in Israel and the USA.
- Managed teams of consultants, budget and client relationships working *vis a vis* director levels.
- Worked in the firm's offices in Tel Aviv and was later relocated to its US headquarters,
- Established and led the firms practice in Tel Aviv in the area of Strategic Change.

Senior Consultant, *PricewaterhouseCoopers (PwC)*, Tel Aviv, Israel (1996- 1999).

Consultant, *PricewaterhouseCoopers (PwC)*, Tel Aviv, Israel Tel Aviv - Israel (1993 – 1996).

FELLOWSHIPS, GRANTS and AWARDS

- 2021 Israeli Research Foundation (ISF), Book Publication Grant, NIS 75,000.
2020 Israeli Research Foundation (ISF), Individual Research, Proposal Grade "Very Good".
2016 Moshe Dayan Center for Middle Eastern and African, Tel Aviv University, \$20000.
2015 Muldaven Prize for Original Military Writing, University of Ariel
2014 Israeli Research Foundation (ISF), Individual Research, NIS 120000.
2014 Honorable Mention, Annual Tshetshik Prize in Security Studies, Institute for National Security Studies (INSS)
2011 Post Doc Kreitman Foundation Fellowship, Ben Gurion University, NIS 145,000.
2011 US National Intelligence Council Research Grant (NIC), \$3000
2010 BESA Research Grant, 2010, \$7000.
2008 Neubauer Research Fellowships, Institute for National Security Studies (INSS), NIS 80,000 (Declined).
2008 Chief of Staff Citation for Military Writing.
2008 BESA Research Grant, 2014, \$5000.
200 University of London Central Research Grant, \$1000
2006 King's College School for Public Policy Research , \$700
2005 Kenneth Lindsay Scholarship Grant, \$1000.
2004 King's College War Studies Student Small Research Fund, \$750

PUBLICATIONS

Books

Transforming Command: The Pursuit of Mission Command in the US, UK and Israeli Armies, (Stanford CA: Stanford University Press, 2011).

- Forward by Lt. General H.R McMaster, Former US National Security Advisor.
- Blurbs by Edward Luttwak , Douglas Macgregor and Kenneth Pollack .
- Hebrew edition 2014 by Ma'arachot – Modan publishing house with special Forward by Martin van Creveld.
- Reviewed in: Journal of Strategic Studies, Armed Forces & Society, Small Wars Journals, Military Review, Journal of Military History, Australian Army Journal, H-War, Foreign Policy Internet Edition, Defense View Point.
- The book was endorsed by General Martin Dempsey, US Chairman of Joint Chiefs of Staff. It is a required reading in the US Army Staff and Command College and British High Command Course (out of a list of six).
- Hebrew edition awarded Moldaven Prize for Military Literature, January 20 and Honorable Mention, annual Tshetshik Prize in Security Studies, Institute for National security Studies (INSS), 2014 *Work in Progress*

Forthcoming 2023

- *The Art of Military Innovation: The Israeli Defense Force*, with Edward Luttwak, (Cambridge MA, Harvard University Press, 2023)
- *Moshe Dayan: The Making of a Strategist*, (Ministry of Defense, Ma'arachot -Modan Press, 2023). Hebrew. The book 'In a process of translation to English under advanced contract with Cambridge University Press.

Books as Editor

National Styles in Insurgencies and Counter Insurgencies, (Cambridge: Cambridge University Press 2017). With Beatrice Heuser.

- Blurbs by: Colin Gray, Martin Van Creveld and H.R. McMaster.
- Reviewed in: The Strategy Bridge, RUSI Journal, Journal of Military and Strategic Studies.

Refereed Articles

1. "The Long and Winding Road: The US Army Managerial Approach to Command and the Adoption of *Auftragstaktik* (Mission Command)", *Journal of Strategic Studies*, Vol. 33, No. 5 pp. (October 2010) 647-674.
2. "Mission Command between Theory and Practice: The IDF Case", *Defense & Security Analysis*, Vol. 27, No.2 (June 2011), pp.119-134. (With Uzi Ben Shalom.)
3. "Israel's Future Wars: Universal Lessons of a Peculiar Case", *Strategic Insights*, Vol. 10, No. 3, pp. (October 2011), 164 -171.
4. "Coping with Non State Rivals", *Infinity Journal*, Issue 1, No. 2, (Spring 2011), pp. 8-13.
5. "From Retaliation to Open Bridges: Moshe Dayan's Evolving Approach towards the Population in Counter Insurgency", *Civil Wars*, Vol. 14, No. 1(March 2012), pp. 63-79.
6. "Mowing the Grass: Israel's Strategy for Protracted Intractable Conflict", *Journal of Strategic Studies*, Vol. 37, No. 1, (February 2014), pp. 65-90. (With Efraim Inbar). The article is listed in Routledge "Most Read" articles in International Relations category for 2014.
7. "Gaza 2014: Israel's Attrition versus Hamas' Exhaustion", *Parameters Journal* (US Army War College Peer review Journal), Vol. 44 No. 4, (Winter 2014- 15), pp. 80-90. (With Eado Hecht)
8. "The 2014 Gaza War: Rethinking Operation Protective Edge" *Journal of Middle Eastern Quarterly*, Vol. 22 No. 2 (Spring 2015, pp.1-12.)
9. "The Case for Israeli Ground Forces" *Survival: Global Politics & Strategy*, Vol. 58: No. 5, (September 2016), pp. 124-148 (with Eado Hecht)
10. "What after Counterinsurgency? Raiding in Zones of Turmoil", *International Affairs*, Vol. 92: No. 6, (November 2016), pp. 1427–1441. (With Efraim Inbar)
11. "The Rise and Decline of Optional Command in the IDF", *Israel Affairs*, Vol. 23 No. 2, (March 2017) pp. 205-230
12. "The Rise of Special Operations Force Generalized Specialization, Boundary Spanning and Military Autonomy", *Journal of Strategic Studies*, Vol. 41 No. 3 (March 2018), pp. 335-371. (With Eyal Ben Ari)

13. "Israel's Post-Heroic Wars: Exploring the Influence of American Military Concepts on Israel's Adaptation of Post-Heroic Warfare" *Israel Affairs*, 2018, Vol. 24 No. 4 (May 2018), pp. 686-706.
14. "How leaders exercise emergent strategy? Lessons from Moshe Dayan." *Journal of Strategic Studies* (2021), pp. 1-24.
15. Shamir, Eitan. "Moshe Dayan in the Yom Kippur War: a Reassessment." *Intelligence and National Security* 36, no. 7 (2021), pp. 1035-1052.
16. "Neither a Conscript Army nor an All-Volunteer Force: Emerging Recruiting Models", *Armed Forces & Society*, (2021) p.0095327X211048216. (With Eyal Ben-Ari and Elisheva Rosman).

Chapters in Books

1. "Mission Command and Bitsuism in the Israeli Defence Forces: Complementary or Contradictory in Today's Counter-Insurgency Campaign?", in Allister MacIntyre and Karen Davis (eds.), Dimensions of Military Leadership (Kingston, ON: Canadian Defense Academy Press, 2007), pp. 185- 217, (With Sergio Catignani)
2. "Cognitive Aspects of Business Innovation", in I. Linkov, E. A. Ferguson and V. S. Magar (eds.), Real Time Deliberative Decision Making, (Netherlands: Springer2008), pp. 3-20. (With Igor Linkov and Chris Schilling)
3. "Peace Support Operations and the "Strategic Corporal": Implications for Military Organization and Culture", in Kobi Michael, Eyal Ben-Ari and David Kellen (eds.), The Transformation of the World of Warfare and Peace Support Operations, (West Port, CT: Praeger Security International, 2009), pp.53-64.
4. "A Very Sharp Eye: Moshe Dayan's Counterinsurgency Legacy in Israel", in Andrew Mumford and Bruno C. Reis (eds.), The Theory and Practice of Counter-Insurgency: Warrior-Scholarship in Irregular Warfare (Abingdon: Routledge 2013), pp. 84-104.
5. "Israel's Counterinsurgency Experience", in Heuser Beatrice and Shamir, Eitan (eds.), 2017, National Styles in Insurgencies and Counter Insurgencies, (Cambridge: Cambridge University Press 2017) pp.168- 190 (With Efraim Inbar)
6. "Conclusion" in Heuser Beatrice and Shamir, Eitan (eds.), National Styles in Insurgencies and Counter Insurgencies, (Cambridge: Cambridge University Press 2017), pp. 332-370. (With Beatrice Heuser)
7. "The 'Rediscovery' of mission command in the Western Armies" in Ydstebø, Palle and Tommy Jeppsson (eds.) Mission Command – Wishful Thinking? (Stockholm, Kungl ,Krigsvetenskapsakademien [The Royal Swedish Academy of War Sciences]: 2018), pp pages 39-58
8. "Israel's Evolving Grand Strategy: From a Small State to Pivotal State" in Thierry Balzacq, Dombrowski Peter and Reich Simon (eds.), Comparative Grand Strategy, (Oxford University Press, 2019), 217-238.

9. "Combating Terror Emanating from Ungoverned Territories: Israel's Experience and What Others can Learn" in Pandalai Shruti (Ed.) Combating Terrorism: Evolving Perspectives from Asia, New Delhi: Pentagon Press, 2019, pp. 167 – 184.
10. "Mission Command Between Theory & Practice", in Avigor G. (Ed.) Mission Command in the Israeli Defense Forces, Georgia, Dahlonega: University of North Georgia Press, pp. 22-46. (with Uzi Ben Shalom)
11. "Deterring Violent Non-State Actors", in Osinga F. & Sweijs T. (Eds.) Deterrence in the 21st Century: Insights from Theory and Practice", Netherlands, Hague: Springer- Verlag, 2020, pp. 263-287.
12. "Israel's Wars", in Duyvesteyn I. & Heuser B. (Eds.), The Cambridge History of the Practice of Strategy, Cambridge UK: Cambridge University Press. *Forthcoming* 2023, (with Eado Hecht)
13. "The Trajectory of the Israeli Defense Forces (IDF) Ground Forces 1948-2020", in Mikael Weissmann and Niklas Nilsson (eds.) Advanced Land Warfare: Tactics and Operations, Oxford University Press, *Forthcoming* 2023 (with Eado Hecht)

Non-Refereed Articles

"10 Critical Factors for Successful Teams", *Human Resources Journal* (February 1994). [Heb.]

"Whether Mission Command?" *Ma'arachot*, No. 418, (April 2008). pp. 16-23 [Heb.] (with Uzi Ben Shalom [The article won the Chief of Staff Award for Military Writing]

"Learning from Foreign Militaries? Who Should the IDF learn from?" *Ma'arachot*, No. 433 (October 2010), pp. 28-35. [Heb.] (With Meir Finkel).

"Between Blitzkrieg and Operational Art", *Ma'arachot*, No. 436 (April 2011), pp. 78-83. [Heb.]

"Coping with Non State Violent Actors", in Meytal Eran-Yona (ed.), Military Operations in Civilian Environments: Sociological and Psychological Perspectives, IDF Behavioral Sciences Center, 2013 pp. 100-106. [Heb.]

"The History of the Military Staff", IDF Staff & Command College Press, IDF (2013)

"Towards the Next Blunder", *Ma'arachot*, No. 455 (April 2014) pp. 9-13, [Heb.] (With Eado Hecht).

"The Root Causes of the Magnometr Crises in the Temple Mount: Review of Moshe Dayan Original Policy From 1967", *Middle East Crossroads*, Moshe Dayan Center for Middle Eastern and African Studies, Tel Aviv University, October 2017. [Heb.]

"The Six Days War and Preemptive Strike: Is it still Relevant in Today's Strategic Reality?" Gabi Siboni, Anat kurtz and Kobi Michael (Eds). Six Days, Fifty Years: The June 1967 War and its Aftermath, Institute for National Security Studies (INSS), Memorandum 184, 2018. [Heb.]

"Israeli Special Operations Forces: An Overview" Kington Consortium on International Relations, Vo. 2 Issue 7, (April 2022). (With Eyal Ben Ari).

BESA Policy Analysis Papers

"Women in Combat Units: Trends in Western Militaries", *BESA Colloquia on Strategy and Diplomacy*, No. 26, June 2011.

"Operation Pillar of Defense: An Initial Strategic and Military Assessment", *BESA Center Perspectives Papers*, No. 189, December 4, 2012.

"Neglect of IDF Ground Forces: A Risk to Israel's Security", *BESA Center Perspectives Papers*, No. 225, December 4, 2013. (with Eado Hecht)

"Mowing the Grass in Gaza", *BESA Center Perspectives Papers*, No. 255, July 20, 2014. (With Efraim Inbar).

"Gadi Eisenkot's Challenges and Opportunities", *BESA Center Perspectives Papers*, No. 278, December 8, 2014.

"Medium-Intensity Threats: The Case for Beefed-Up IDF Ground Forces", *Mid East and Security and Policy Studies* No. 125, BESA Center, October 2016. (With Eado Hecht).

"Continuity versus Change in Israel's National Security Doctrine" in Efraim Inbar (ed) IDF Small Wars, *Mid East and Security and Policy Studies*, No. 128, BESA Center, Bar Ilan University, Feb. 2017, pp. 13 -30.

"From Junior Associate to Senior Partner? The Israeli Navy's Strategic Challenges in the 21st Century", *BESA Center Perspectives Papers*, No. 1792, November 1, 2020.

Book Reviews in Periodicals

Review of Tillberg, Lotta Victor and Tillberg, Peter, *Mission Commander: Swedish Experiences of Command in the Expeditionary Era* (Stockholm: Swedish Center for Studies of Armed Forces and Society, 2011), Reviewed for the *European Journal of Military Studies*, Vol. 5 No. 1 (Winter Spring 2015).

Letter to Editors

“Patience and Attrition”, Letters to the Editor, *Survival: Global Politics and Strategy*, Vol. 57 No.3, (June – July 2015) pp. 213-215. (with Efraim Inbar).

PARTICIPATION IN INTERNATIONAL RESEARCH PROGRAMS PRESENTLY ACTIVE

Principle Investigator, Erasmus Project, Interdisciplinary Education and Training on Hybrid Warfare Number 2021-1-HU01-KA220-HED-000032179, Project dates: 2022-2024. Member states include Italy, Hungary, Romania, Slovakia and the UK.

Team Member, "Comparative Grand Strategy" Research Program, sponsored by the US Naval Academy at RI Newport, US, project leaders are Thierry Balzacq, University of Science Po. Paris, Simon Reich, Rutgers University and Peter Dombrowski, US Naval Academy. Project dates 2017-Present

Team Member, "Defence Planning and Military Innovation in Small and Middle Powers", project leaders are Frans Osinga, Tim Sweys & Saskia van Genugten from the Netherlands Defense Academy. Project dates: 2022- 2024.

PROFESSIONAL AFFILIATIONS & ACTIVITIES

Editorial Membership

Editorial Board, Journal of Military & Strategic Affairs, (INSS).
Editorial Advisory Board, Military Strategy Journal

Journal Papers Referee

Foreign Policy Analysis
International Studies Quarterly
International Affairs
Journal of Regulation & Governance
Journal of Strategic Studies
Terrorism & Political Violence
Defense Studies
Military Strategy Journal
Strategy & Military (INSS) Journal Publication
Poltika (Hebrew)
Society Military and National Security (Hebrew)

Book Manuscripts Referee

Palgrave Macmillan
Routledge, Military Strategic and Security Studies Series

Vallentine Mitchell Press, England

Roles and Memberships in Professional Associations

Organizing Committee, The Israeli association for International Studies

Management Committee, The Association of Civil Military Studies in Israel

International: ISA, IUS

Referee of MA Thesis

- Dan Sion, "Mutualism in Diffusion of Military Innovation: Tactical Air Command (TAC) of the U.S. Air Force and Israel Air Force 3791-3773 " Political Studies Department, Bar Ilan University. October 2014.
- Ohad Barak, "Whether a Cyber Warfare Revolution?1982 -2014", Political Studies Department, Bar Ilan University. November 2014 .
- Israel Guy, "Geo -Strategic Sources of Blitzkrieg", History Department, Bar Ilan University November 2015.
- Eli Mordechai, "The Effectiveness of The IDF Human Resources Organization During the Yom Kippur War, History Department , Bar Ilan University March 2016.
- Dan Barak, "The Roots of USAF Failure in Ariel "Dog Fights" in Vietnam, 1965-1945", History Department , Bar Ilan University February 2018.

Referee of PhD Dissertations

- Elad Popovich, PhD proposal, "How do Perceptions of Contemporary Armed Asymmetric Conflicts Restrain the Use of Military Force?" University of Haifa, Israel, 2014.
- Ehud Golan, "Wars Without End, The Impact Of Battle Fatigue On Ending Asymmetric Wars", Bar Ilan University, Ramat Gan, Israel, 2019.
- Dudi Kimchi, "Resistance to Institutional Learning in the Military Teams, 1948-2000", Haifa University, Israel, 2020.
- Avraham Jager, "Israel's Security Doctrine in an Uncertain Middle East", Department of War Studies, King's College London, UK, 2020.
- Yakov Bengo, "The Methodology of Universal Theory of war", Bar Ilan University, Ramat Gan, Israel 2021.
- Roniel Turgeman, "The 'Humane Tiger' In A Thicket of The New Conflicts The Struggle Of IDF Combat Divisions To Adapt To A Changing Operational Environment", Ariel University, Israel, 2021.
- Ofer Yaminy, "The Training of the Reserve Brigade in the Changing Battlefield", Bar Ilan University, Ramat Gan, Israel 2021

Research Students Supervision

Currently Supervise 6 PhD students in various stages of progress

2 PhD Completed (Eyal Pinko, Ilan Shklarsky)

4 MA Thesis completed

Media Appearances

Channel 10, Channel 1, Educational Channel, IDF Radio (GALATZ), ITVNEWS 24, Sky News Australia, Ynet Channel, *Haaretz*, *Globs*, *Jerusalem Post*, *Israel Hayom*.

CONFRENCES AND PUBLIC LECTURES

Invited Lectures

1. "Principles of Command in Volatile Environments", in "Risk Uncertainty and Decision Analysis for Environmental Security", NATO Advanced Research Workshop, April 2007, Lisbon, Portugal.
2. "Mission Command or Mission Impossible", Unified Quest 2010, the US Army Title 10 Future Warfare Study, Leader Development Seminar, 3 March, 2010, Virginia US.
3. "National Way of War and its Impact on Command and Control", IDF Senior Ground Forces Command, May 2010.
4. "A very Sharp Eye: Moshe Dayan's Patterns of Learning on Counterinsurgency", Warrior-Scholars: Connecting Theory and Practice of Counter-Insurgency, IPRI/Oriente Foundation, University of Lisbon, Portugal, 19, July, 2010.
5. "Israel's Future Wars: Universal Lessons of a Peculiar Case", The Future of Warfare Seminar, Navy Post-Graduate School in Monterey and the US National Intelligence Council (NIC), 16-18 May 2011, Monterey, CA.
6. "Regional Strategic Trends", 2nd Mare Forum Cyprus - Eastern Mediterranean Oil & Gas, 19, June 2013, Cyprus.
7. "How to Improve Mission Command", Maneuver Captains Career Course by invitation of Major General MacMaster, Maneuver Center of Excellence (MCoE), October 2013, Fort Benning, Georgia, USA.
8. "Gaza 2014: A Clash of Strategies", Middle East Studies, Marines Corps University, 23 January 2015, Virginia, USA.
9. "Contemporary Issues in Mission Command", US Navy War College, 3 March 2015, Newport, Rhode Island, USA.
10. "Mowing the Grass in Gaza 2014", Center for the Changing Character of War, Oxford University, 5 May 2015, Oxford, UK.
11. "Israel's Concept of Deterrence" UK Ministry of Defense, Strategic Forum, Changing Character of War Center, 15 July 2015, Oxford UK.
12. "The US and British Military Reforms that Led to Mission Command", Mission Command Conference, Norway National Defense College, 24 June 2015, Oslo.
13. "Educating Leaders for Mission Command" high Command Course, Baltic Defense College, 27 March, 2016, Tartu, Estonia.
14. "Israel's Operational Art: Past, Present and Future", in Operational Art, Center of Changing Character of War Pembroke College, University of Oxford 22 November 2016
15. "Israel's Security Challenges" at the Combating Terrorism: Evolving Perspectives, Asian Security Conference 2017 at IDSA, India Ministry of Defense, New Delhi, 6-8 March 2017.
16. "Israel's Grand Strategy", Comparative Grand Strategy Workshop I, University of Namur, June 22-23, 2017 (Grand Strategy Program is sponsored by the US Navy).
17. "Mission Command in Contemporary Wars" Royal Danish Defense College, Copenhagen, 9 August, 2017

18. "The Evolution of Mission Command in Western Militaries" Baltic Defense College, Tartu Estonia, 31 August, 2017
19. "Israel's Grand Strategy in Perspective", Comparative Grand Strategy Workshop II, US Navy War College, RI 26-27 October, 2017 (Grand Strategy Program is sponsored by the US Navy).
20. "Moshe Dayan through the Mirror of Strategic Theory" A Conference Commemorating Moshe Dayan, Moshe Dayan center, Tel Aviv University, 8 November 2017.
21. "Mission Command in the IDF", in Mission Command – National and International Perspectives, Norway Royal Defense College, December 18, 2017.
22. "IDF Doctrine & Force Structure in the 21st Century: Change and Adaptation", Global Security Seminar, Military & Society in Japan & Israel", Center for Global Security, Japan National Defense Academy (NDA), Japan, 4-5 October 2018.
23. "Military Strategic Culture and Mirror Imaging in Communications between Russia and the West", in "Values and Interests in Communication between Russia and the West", Gerda Henkel Forum, Values and Interests in Communication between Russia and the West, MGIMO University, Moscow, 25-26 April 2019.
24. "Moshe Dayan the Influential Strategist", Changing Character of War Center (CCW) Seminar Series "Military Thought", All Souls College, Oxford University, 2nd February 2020.
25. "The Historical Development of the 'Mission Command' Philosophy", The 3rd Annual Israel Defense Forces (IDF) Ground Force Command International Doctrine Conference, Herzliya, Israel, 18, February 2020.
26. "Military Culture and National Style", Strategic Culture & Collective Mentalities Seminar, University of Glasgow with the DSTL Department, MOD UK, Glasgow, 1 – 4 October 2021.
27. The Trajectory of the Israeli Defense Forces (IDF) Ground Forces 1948-2020", Land Operations and Combined Arms, Research and development seminar arranged by the Norwegian Defense University College, Oslo, 7-9 December 2021.

International & Academic Conferences

1. "Mission Command and *Bitsuism* in the Israeli Defense Forces: Complementary or Contradictory in Today's Counter-Insurgency Campaign?", presented at the 45th Anniversary Biennial International Conference of the Inter University Conference Seminar (IUS), Armed Forces and Society, October 2005, Chicago.
2. "The Challenges of Mission Command in LIC Environment", in "War and the Mind", IDF International Psychology Conference, October 2006, Israel.
3. "Support Operations and the "Strategic Corporal": Implications for Military Organization and Culture", in proceedings of "Military Transformations and Peace Support Operations: Current Experience, Future Developments and Possible Implications for the Israeli Palestinian Conflict", June 2007, Jerusalem. Sponsored by the Swiss Center for Conflict Research, the Konrad-Adenauer-Stiftung and the Jerusalem Institute for Israel Studies.
4. "Linking Risk Assessment and Decision Analysis with Military & Corporate Decision-making Processes", with Dr. Igor Linikov, 12th International C2 Research and Technology Symposium, June 2007, New York.
5. "When did a Big Mac became better than a Falafel: The Americanization Process of the IDF", Annual Meeting of the International Studies Association (ISA), in "The Strategic Consequences of Military Diffusion" panel, Chair Pascal Vennesson, Discussant Thomas Mahnken, March 2011, Montreal.
6. "The Military Profession and its Ethos: A Contemporary Assessment", Panel Chair with Elliott Cohen, Christopher Coker, and Cindy Jebb, "Academies and the Military Profession: Israel in

- Comparative Perspective", BESA Center, in cooperation with the IDF Tactical Command College, September 25, 2011, BESA Center, Ramat Gan.
7. "Schools of Thought in COIN and the Future of COIN", COIN: Past, Present Future, February 23, 2012, BESA Center, Ramat Gan.
 8. "Coping with Non State Rivals and the COIN Debate", COIN, Past, Present Future, February 23, 2012, BESA Center, Ramat Gan. Also chairing a panel on: *Counterinsurgency: A Comparative View* at the same conference.
 9. "Better be Feared or Better be Loved", Paper presented at the annual meeting of the International Studies Association (ISA), in "The Informationalisation of Security Panel", April 2012, San Diego, CA.
 10. "A Very Sharp Eye: Moshe Dayan's Patterns of Learning on Counterinsurgency", History, Theory and the Practice of International Security, June 2012, IDC Herzliya.
 11. "Strategic Culture and National Way of War: The Israeli Case", The ISSS/ISAC Annual Conference 2012, Hosted by TISS, in the "Grand Strategy and Strategic Culture" panel, October 2012, Chappell Hill, NC.
 12. "Recent Trends in Civil-Military Relations: A View from Israel", Panel Discussant, Chair Yagil Levy, the 49th Anniversary Biennial International Conference of the Inter University Conference Seminar (IUS), Armed Forces and Society, October 2013, Chicago.
 13. "Forging the Sword and Star: Transformational Conflicts, Their Legacies, and the Israel Defense Forces", Panel Chair and Discussant at the 81st Annual Meeting of the Society for Military History, "Transformational Conflicts: War and its Legacy Through History" April 3-6, 2014, Kansas City, MO Hosted by Command and General Staff College Foundation, Inc.
 14. "Lessons from Israel's COIN Experience", World Summit on Counterterrorism: Terrorism's Global Impact, ICT's 14th Annual International Conference, September 11, 2014, Herzliya, Israel, Workshop in the memory of Major Eyal Ragonis.
 15. "Explaining the Rise of Special Operations Forces" Presented at the "Special Operations Forces around the World: A Social Scientific Agenda", The Kinneret Center for Society, Security and Peace, 14-16 June 2015, Kinneret Academic College on the Sea of Galilee
 16. "Explaining the Rise of Special Operations Forces", Presented at the 50th Anniversary Biennial International Conference of the Inter University Conference Seminar (IUS), Armed Forces and Society, 30 October – 1 November 2015, Chicago.
 17. "Israel's Operational Art: Past, Present and Future", in Operational Art Seminar, Center of Changing Character of War Pembroke College, University of Oxford 23 November 2016.
 18. Panel Discussant, Disc. "Making International Order", at 60th Annual Convention of the International Studies Association (ISA), Toronto, Ontario Canada, 27th -30th March 2019.
 19. "Between Reserve and Regular Commanders: Report from a Preliminary, Limited, and Probably Wrong Study on Israel" (with Eyal Ben Ari) Military Studies in a Post Truth Society: Challenges and Perspectives, 15th ERGOMAS Biennial Conference in Lisbon, Portugal, 18 June 2019.
 20. "Neither a Conscript Army nor an All-Volunteer Force: Emerging Recruiting Models", The 16th biennial ERGOMAS conference, Tartu Estonia, 19-23 July 2021. (With Eyal Ben-Ari and Elisheva Rosman).
 21. "Military Culture and National Style", Strategic Culture & Collective Mentalities Seminar, University of Glasgow with the DSTL Department, MOD UK, Glasgow, 1 – 4 October 2021.
 22. "Deterring Violent Non-State Actors (VNSA), King's College War Studies with the DSTL Department, MOD UK, King's College London. May 2022.

Conferences Participation in Hebrew

1. "Mission Command in the IDF, Reality or Illusion?", in Leadership in the IDF Conference, Conference in Memory of Major Eitan Balachsan, Tel Hai College, June 2008.
2. "The Rise and Fall of the German *Auftragstaktik* in World War II", Conference Commemorating Seventy Years for World War II, Bar Ilan University, Ramat Gan, November 2009.
3. "Command and Control and the Unresolved Tension between Centralization and Decentralization", in the Command-and-Control Conference Ground Forces Command IDF, June, 2010.
4. "Women in Combat Units – Trends in Western Militaries", in Women and Israeli National Security, BESA Center with the Center for International Communication, Bar Ilan University, Ramat Gan, November 2010,
5. "The Americanization Process of the IDF", presented at the Israeli Association for Political Science, Ben-Gurion University, Be'er Sheva, May 2011.
6. "The Future of Israeli Military Academy", Round Table, Civil Military Relations in Israel, Civil Military Israeli Association Foundation Conference in Kinneret College, December 2011.
7. "National Way of War and Strategic Culture Comparative Perspective", Chair Prof. Gabi Scheffer, panel on Existential Threats and Civil Military Relations in Israel, Civil Military Israeli Association Foundation Conference in Kinneret College, December 2011.
8. "The IDF: Future Doctrinal Development", BESA Center's 20 Years Anniversary Conference, Ramat Gan 2020 Vision: Israel's Peril's and Prospects, October 2013.
9. "Man, and Machine: Leadership, Heroism and Humanity", Discussant in "Military Ltd." Conference, Organized by the Sociology Department at the Hebrew University, 19, March 2014, Jerusalem.
10. "Mowing the Grass", Israel's Association for Political Science, Ben-Gurion University, Be'er Sheva, 8 May 2014.
11. "Moshe Dayan: The Architect of Victory or a Hitchhiker" Conference Commemorating 50 Years for the Six Days War, Israel's Studies Department, Bar Ilan University, 15 May 2017.
12. Respondent, Panel on "Security and Securitization in Israel", Israel Association for International Studies 11th Annual Conference, Hebrew University, 8 June 2017.
13. Respondent, Panel on "Implications of the 'New Wars' on Force Structure and Operations" Kinneret 4th Conference of the Israeli Association of Civil Military Relations, Kinneret College, Israel, 21 February 2018.
14. Co - Organized and Chaired a panel on asymmetric warfare, in Israel Association for International Studies 14th Annual Conference, Ben Gurion University, Be'er Sheva, Israel, June 2020.

15. Policy Briefings

RAND Corporation, US Military Academy (West Point), US Navy Postgraduate School, Swedish Defense Academy, US Army TRADOC, US Army Mission Command Center of Excellence, US Navy War College Newport RI, US Army Captains Career Course, Fort Benning GA, US Army, US Marines University, UK MOD, Norway Ministry of Defense, British Ministry of Defense, Baltic Defense College, ASPI Australia.

Conference Organization

International Conference: "Counterinsurgency, Past, Present Future", Bar Ilan University, February 23 2012
Sponsored by the "British – Israeli Academic Study Group" and the "Begin Sadat Center" (BESA)

Member of Organizing Committee, Israel Association for International Studies 11th Annual Conference, Hebrew University, 8 June 2017

International Conference, Strategic Uncertainty in National Security, 26 June 2018, Technion Haifa. Sponsored by the Samuel Neaman Foundation, The Yitzhak Moda'i Chair in Technology and Economics (at the Technion), and The Dado Center (in the IDF).

TEACHING EXPERIENCE

2012 –**Present Bar Ilan University, Department** of Political Science

- Introduction to National Security
- The History of Warfare
- Organizational Reforms and Change, MA Seminar
- Strategic Planning, BA Seminar

2014- Present, **IDC Hertzelia**, Lauder School of Government, Diplomacy and strategy, Special Program in Decision Making and strategic Planning

- Tools for Strategic Analysis, BA Seminar for the

2011-2012 **Ben Gurion University**, Department of Governance & Politics

- Introduction for National Security

2010, **Tel Aviv University**, MA in Security Program, the Excellence Program in Strategy and Decision

- Military Command: Theory and History

2010, **IDF Junior College Academy**, (MALTAK), Bar Ilan University

- Introduction for Leadership & Command

2008 -2009 **IDF Staff & Command College**

- IDF Doctrine & Military History

1991-1992, **Brigham Young University**, Provo US

- Teaching Assistant, Introduction to Organizational Behavior (IOB)