

CONTENTS

Editorial

p.2

Beyond Rhetoric: Building a Culture of
Diversity and Inclusion in the Irish Defence
Forces.

By Michael Campbell

p.4

The Impact of Psychological Safety on
Retention: Realising Mitigation Potential
In Organizational Crisis

By Michael W. Dabeck

p.37

Does Peer Influence Play a Part in the
Decision-Making Process with Regards to
Retention and Turnover of Personnel in
the Irish Naval Service?

By David O'Flynn

p.84

The Benefits of Mentoring
Programmes in the Irish Defence
Forces.

By Patricia Butler

p.110

Mentoring in the Irish Defence Forces:
Opportunities and Challenges

By Shane Courtney

p.146

Ten Minute Read

*What is 'hybrid warfare' and how, if at all,
does it affect Ireland?*

By Shane Fitzsimons

p.188

Notes on Contributors

p.200