

Notes on Contributors.

Patricia Butler is a Lieutenant Commander (OF-3) in the Irish Naval Service, commissioned in 2000. She has served in a variety of appointments at sea, including Navigation Officer, Executive Officer and Commanding Officer of sea going units as well as shore appointments, including Naval Operations and Naval College. She has held appointments in DFHQ and overseas as Deputy TOC Director in Sector West, Lebanon in 2022. She was awarded a BSc from NUIG, MSc for HR Leadership from Sheffield Hallam and is a qualified Coach and Mentor. She is a graduate from the 06th Joint Command & Staff Course and awarded a MA in Leadership, Management and Defence Studies from Maynooth University in 2024. Lt Cdr Butler is currently part of the Cabinet of the Chair of the EU Military Committee in Brussels.

Michael Campbell is a Commandant (OF-3) in the Irish Defence Forces with over twenty-five years' experience. He was commissioned into the Infantry Corps in 2001 and has served overseas on six occasions with his most recent deployment to Lebanon in 2024/25 where he was Chief of Staff and Deputy Commanding Officer of the 125th Infantry Battalion. He has a BA in Geography and Sociology and Politics from the University of Galway, an MA in Human Resource Management from the NCI, a Postgraduate Diploma in Adult Guidance Counselling from DCU, and an MA in Leadership, Management and Defence Studies from Maynooth University.

Shane Courtney is a Commandant (OF-3) and an Infantry officer in the Irish Defence Forces with 24 years of service. He has completed five overseas tours, including deployments to Kosovo, the Middle East, and Liberia. He has served as School Commandant of the Defence Forces Military Police School and Physical Education School. He holds Master's degrees in Peace and Development Studies (University of Limerick) and in Leadership, Management, and Defence Studies (Maynooth University). His research interests include military leadership, professional development, mentoring, and institutional reform, with recent work focused on mentoring's role in strengthening leadership and organisational culture.

Michael W. Dabeck is a Major (OF-3) in the US Army, a graduate of the 6th (Irish) Joint Command and Staff Course, and of the Maynooth University MA in Leadership, Management and Defence Studies. He holds a BS from the United States Military Academy at West Point in Human Geography and an MS from Columbus State University in Organizational Leadership. Major Dabeck has led in rotational defence force missions to Kuwait, Romania, Poland, and Korea, a combat deployment to Iraq, and in six different organisations while in garrison and trained across eight additional countries. The author commanded two reconnaissance troop formations and was recognised for retention rates during that time.

Shane Fitzsimons is an Economist working for the Irish Department of Defence. He studied commerce in the University of Galway, specialising in Economics, and holds an MSc. Business Analytics from University College Dublin Smurfit. He is also the author of a personal Substack entitled *Frameworked*.

David O’Flynn is a Lieutenant Commander (OF-3) and a Marine Engineering Officer (MEO) in the Irish Navy. He holds a National Diploma Level 7 in Marine and Plant Engineering, a Special Purpose Award Level 8 in Mechanical Engineering Systems and a Master’s Degree Level 9 in Leadership, Management and Defence Studies. Lieutenant Commander O’Flynn joined the Navy in 2023 and has held numerous appointments throughout his career, including serving as the MEO on board LÉ Róisín during Operation Pontus, the humanitarian deployment to the Mediterranean.

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