

Author biographies:

Rory Esler. Rory has 22 years military service with the Irish Defence Forces. He has served overseas with the Defence Forces on five occasions in the Middle East and The Balkans, filling various appointments including Platoon Commander and Company Commander. He was also the Battalion CIMIC Officer with the Irish Battalion on the UNIFIL mission in Lebanon in 2014 - 2015, hence his interest and first hand experience for this paper. Rory holds an MSc in Supply Chain Management from Smurfit Business School and an MA in Leadership, Management and Defence Studies from NUI Maynooth.

Orla Jennings. Commandant Orla Jennings was commissioned as an Officer in the Irish Defence Forces in 2001. She has 20 years' service working in both the Army and the Air Corps and she is also a mother of two young boys. Throughout her career she has filled a variety of appointments at both Unit and Brigade level culminating in commanding No. 5 Support Wing. She has also served in both the Irish Air Corps HQ and Defence Forces HQ. She is currently commencing a new role as the Officer in Command of Contracts Section in the Air Corps. Her overseas postings include a tour of duty with the United Nations in Liberia and two postings with the Multinational Military Police Element in KFOR (Kosovo). A graduate of the National University of Ireland Galway, Maynooth University and the Institute of Public Administration, Comdt Jennings's academic qualifications include a Masters in Financial Management and Masters in Leadership Management Defence Studies. She was a member of the First Joint Command and Staff Course in 2019.

Padraic Kennedy. Lt Col Padraic Kennedy joined the Irish Defence Forces in 1995 as an Infantry Officer and was commissioned to the 4th Western Brigade in Athlone. He has completed a B.A at the National University of Ireland Galway, an MSc in Management of Operations in Dublin City University, an MA in Archives and Records Management in University College Dublin and most recently an MA in Leadership, Defence and Management Studies at Maynooth University in 2018. He served as the Director of the Military Archives from 2012 until 2016 during which time he initiated the 'Military Archives Oral History Project'. In addition to a number of Infantry appointments, Lt Col Kennedy served as the Defence Forces Information Officer and manager of *An Cosantóir*. He has also served overseas on seven occasions in East Timor, Liberia, DRC, Kosovo, Western Sahara, Lebanon and Mali.

Mark Lennon. Mark Lennon is a Lieutenant Colonel in the Irish Defence Forces. He has a BSc in Sports & Exercise Science from University of Limerick and an MA in Leadership, Management and Defence Studies form Maynooth University. He has extensive overseas

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experience with the UN, EU and NATO in the Middle East, Africa and Afghanistan. He is currently working as the Deputy Chief Liaison Officer, in UNIFIL HQ, South Lebanon.

Angela McGinn. Angela McGinn has worked for the Centre for Military History and Strategic Studies, the Department of Adult Education and the Military College of the Irish Defence Forces since 2014. She is responsible for the research methodology module and thesis supervision on the MA in Leadership, Management and Defence Studies/Joint Command and Staff Course. Angela holds an MSc. in Social and Organisational Psychology from University College Dublin and an MEd. in Adult Education from the University of Sheffield. Angela worked for a number of years as a lecturer in Organisational Behaviour at the National College of Ireland, writing and researching on the needs and motivations of adult students, gender and leadership before moving to Maynooth University. Angela is currently studying for a PhD on the discursive construction of military identity in the School of Management, University of Bath.

René Ochs. Lt Col René Ochs is an Infantry Officer in the Army of the German Federal Armed Forces, the Bundeswehr. Married with two sons, he joined the German Army in 1993. He studied business administration at the Helmut-Schmidt University in Hamburg, graduating with a diploma in 2000. Lt Col Ochs has served numerous appointments as an airborne and an infantry officer and is currently the commanding officer of an Infantry Battalion in the Bundeswehr. He has extensive experience in bi- and multi-lateral units, including overseas deployments to Iraq and to Afghanistan. In 2017-18 he completed the 74th Senior Command and Staff Course at the Irish Command and Staff School, graduating from that course with an MA in Leadership, Management and Defence Studies from Maynooth University.

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