

## **Team learning and leadership in a military staff exercise**

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### **Abstract**

International operations have become one of the main tasks for the Swedish Armed Forces (SAF). The SAF and Swedish National Defence College organize annual international staff exercises with the purpose of training officers to carry out effective staff work. This study analyzed a staff exercise using Edmondson's team learning model in a military setting. The model was developed by including group cohesion. As defensive routines are a threat to team learning behavior, the possible presence of these was examined. The results indicate that team leader coaching is crucial to support all the variables in the model. The added variable of group cohesion contributed with insights on how the commander used task solving to create group cohesion. Some examples of defensive routines were also revealed but there seemed to be challenges in identifying such routines in this type of exercise setting.