



## DAY 1: 4 MAY

Opening Session (09:00 – 10:30, XIROS Auditorium)	
Topic	Speaker
Welcoming	Lt General Vasileios LAMPROPOULOS, HAA Superintendent
Welcoming	Lt. Gen. (GRC A) Georgios KOSTIDIS, Chief of Hellenic Army General Staff
Opening Speech	General (Rt) Konstantinos GINIS, Honorary Chief of the Hellenic Army General Staff
Opening Speech	Colonel Kate M.H. CONKEY, United States Military Academy
Opening Speech	Ms. Sarah Elizabeth CHAPMAN TRIM, Pembroke College – University of Oxford

Theoretical and Practical Approaches to Leadership A (11:00-13:00, XIROS Auditorium)		Ethics, Values, and Trust in Leadership (11:00-13:00, PERROTI Auditorium)	
Topic	Speaker	Topic	Speaker
The Philosophical Roots of Centralized and Decentralized Command Models in The Western Military Tradition and The Future of Mission Command	Konstantinos Grivas (Hellenic Military Academy)	The Paradox of Humble Leadership	Alexia Panayiotou (University of Cyprus)
The Leader Rating Gap: How Leaders Rate Their Subordinates	Kate Conkey (United States Military Academy)	<i>Leadership and Influence in Joint, International and Interagency Environments: Social Identity as Alchemy</i>	Ms. Sarah Elizabeth CHAPMAN TRIM, Pembroke College – University of Oxford
Strategic Leadership on NATO's Eastern Flank – Threats and Chances	Dariusz Kozerawski (Jagiellonian University)	Authentic Leadership as a Mediator Between Work Values and Ethical Decision Making in Military Contexts	Dimitar Dimitrov (Rakovski National Defence College)
Comparative Analysis of The Decision-Making Process According to Field Manuals and Troop Leading Procedures	Nikolai Pavlovski (Vasil Levski National Military University)	Specifics of the relationship between the components of servant leadership	Simeon Madjarov (Rakovski National Defence College)

Theoretical and Practical Approaches to Leadership A (11:00-13:00, XIROS Auditorium)		Ethics, Values, and Trust in Leadership (11:00-13:00, PERROTI Auditorium)	
of Small Tactical Units of Land Forces in Bulgarian Armed Forces		and the dimensions of organizational culture in a military environment	
Leadership under the Aspect of Logistics: How Logistics Support Leadership	Christodoulos Nikou (University of Piraeus) & Socrates J. Moschuris (University of Piraeus)	Leading Beyond Authority: Building Cohesion in Multinational Operations	Noel Diaz Munoz, Ana Peral Tudanca, Enrique Martinez Baixauli & German Bruzos Gutierrez (Spanish Air and Space Force Academy)

Future Leaders Session A (14:15-16:45, XIROS Auditorium)		Future Leaders Session B (14:15-16:45, PERROTI Auditorium)	
Topic	Speaker	Topic	Speaker
Artificial Intelligence and Decision Superiority in Contemporary Military Leadership	GIACOPPO Martina & GIANNONE Alessia Italian Naval Academy	Decision behaviour under system uncertainty in naval cyber training. A scenario-based analysis	Alexandros Karadzhov & Nikola Vaptsarov Bulgarian Naval Academy
Self-learning with artificial intelligence in naval cadet training	Margarita Moneva & Nikola Vaptsarov Bulgarian Naval Academy	The Importance of Leader Flexibility in the Century of Change	Ilie VLAD "Henry Coandă" Romania Air Force Academy
Leading with Values: Shaping Ethics, Morale and Adaptability in an Era of Emerging Challenges	VERES Liliana-Maria "Henry Coandă" Romania Air Force Academy	Mission Command and Decentralized Leadership	Sergeant 4 <sup>th</sup> Year Cadet Nikolas MAYTHAIYOU, HAA
Decision-Making Under Pressure and Uncertainty.	Sergeant 4 <sup>th</sup> Year Cadet KYRIAKOPOULOU Pinelopi, Hellenic Army Academy	TBA	TBA
TBA	TBA	TBA	TBA
TBA	TBA	TBA	TBA



## DAY 2: 5 MAY

Motivation Performance and Resilience in Leadership – A (08:30 - 10:00, XIROS Auditorium)		Theoretical and Practical Approaches to Leadership B (08:30 - 10:00, PERROTI Auditorium)	
Topic	Speaker	Topic	Speaker
Psychological Resilience as a Key Leadership Competency of Professional Officer Candidates — An Educational Challenge in the Context of Contemporary Military Threats	Agnieszka Tauroginska-Stich	Thucydides on Leadership	Dimitris Panomitros (Hellenic Army Academy)
Psychological Resilience as a Mediator between Big Five Traits and Military Leadership: A Literature Synthesis	Vasiliki Karamanoli & Vasiliki Kontodimaki (Hellenic Army Academy)	Xenophon as a leader: the democratic practice of an Athenian oligarch at the dawn of the 4th century BC	Christina - Panagiota Manolea (Hellenic Army Academy)
The contribution of Joint Training and the role of Resilience and Operational Performance in emergency situations	Euphrosyne Efthimiadou (Hellenic Air Force Academy), Stamatia Sofiou (Hellenic Army Academy) & Eleni Mourkoyianni (Hellenic Coast Guard)	A historical and analytical examination of the Platonic concept of military education and its incorporation into contemporary military units, case of Albania	Marsida Minga (Armed Forces Academy, Albania) & Blerina Kuqi (Armed Forces Academy, Albania)
Physiological Control and Leadership Effectiveness	Martin Danielov Simeonov (“Georgi Benkovski” Bulgarian Air Force Academy)	Leading Through Disruption: Leadership Paradigms during Revolutions in Military Affairs	Dimitris Marampeas

<b>Military Leadership Development and Assessment (10:20 - 11:50, XIROS Auditorium)</b>		<b>Motivation Performance and Resilience in Leadership – B (10:20 - 11:50, PERROTI Auditorium)</b>	
<b>Topic</b>	<b>Speaker</b>	<b>Topic</b>	<b>Speaker</b>
Implications of leadership on military students training	Broscăreanu Ilie-Andrei (Nicolae Bălcescu” Land Forces Academy)	Decision-Making Under Pressure and Uncertainty: ‘In- Extremis’ Current Theories and Practice	Ioannis Ant. Ragies (Hellenic Army Academy)
The Didactics of Military History as a Catalyst in Developing Leadership Skills for Armed Forces Officers: The Case of the Hellenic Army Academy	Doxakis Komitis (Army History Directorate)	The Military Leadership Nexus: Physical Exercise and Well-Being as the Biological Catalyst of Mental-Corporal Resilience	Vasiliki Karamanoli & Vasiliki Kontodimaki (Hellenic Army Academy)
Leadership Development in Professional Military Education	Sofia Aggeli (Hellenic Air Force Academy)	Resilience as the Core of Military Leadership Education for a New Generation of Officers	Etleva Smaçi & Livia Shahu (Albanian Armed Forces Academy)
Learning Through Experience - An Adjacent Method of Improving the Development of Leader Competencies of the “Henri Coandă” Air Force Academy Cadet's	Cristian Dragomir (“Henri Coandă” Air Force Academy)	Resistance to Change in the Military Environment	Yurii Korniiichuk (Zhytomyr Korolov Military Institute)

<b>Leadership &amp; New Forms of Military Technology (12:50 - 14:20, XIROS Auditorium)</b>	
<b>Topic</b>	<b>Speaker</b>
Military Leadership in the Age of AI and Drones: Conceptual and Operational Challenges	Ilias Panagiotopoulos (Hellenic Military Academy)
Algorithmic Advice and Human Authority: Leadership Accountability in an AI-Supported War Game	Ioanna K. Lekea (Hellenic Air Force Academy), Fani Kalampaka (Hellenic Tactical Air Force), Nikolaos S. Kanellopoulos (Hellenic Military Academy), George K. Lekeas (City St George's, University of London)
Military Leadership in the Era of Agentic AI	Panagiotis Kikiras (European Defence Agency)
Technological Innovation and Leadership Transformation: An Ethics- and Safety-by-Design Autonomous System for Life-and-Death Decision-Making	Ioanna K. Lekea (Hellenic Air Force Academy), Stavros Tsantzalis, (Hellenic Air Force Academy), Dimitrios S. Stamatelos (Hellenic Air Force Academy), Petros Savourdos (Hellenic Air Force General Hospital)

**Conference Recap (14:20 – 15:20 (XIROS Auditorium))**

Conference Recap	Lt General Vasileios LAMPROPOULOS, HAA Superintendent
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**DAY 3: 6 MAY**

**Conference Closure (09:30 – 10:30 (XIROS Auditorium))**

Closure	Thanos Dokos Secretary General for National Security
Closure	Lt General Vasileios LAMPROPOULOS, HAA Superintendent

**Remarks**

**XIROS Auditorium**

**PERROTI Auditorium**