**Eros interview With the Major General 3/7**

The commander began with a deep understanding of Eros's acquaintance with the words of the IAF

The Italian army is a bit different and the components of the Air Force are present in all arms.

\* This is an opportunity for me to hear from you a little about your lessons and how

- In general, in the components of the learning of strategy and the development of public leadership - the development of knowledge is good. The division of the legs is different from what was done in the United States, but this is a relevant approach, and in my opinion, the implementation of the strategy should be developed.

\* How should the simulation appear in your opinion (social / economic / security focus)

- I think the simulation is the product of many parts. It is not only military, but also political and economic, that complement each other. The international's, which was only in Russia, saw the rest of the teams focused on my place and lost some of the importance of the rest of the DIME components (beyond security).

Connects to the need to develop strategy.

\* It is necessary to try to introduce additional stages of practice

- The loading was good, in my opinion the simulation itself and the summary should be expanded. In a conversation with the international organization, we felt that things were very crowded and everything was passed quickly and quickly.

\* More insights

- In the academic section, I would like the courses to be more connected to the Technion for the Encouragement of Mathematics

- Society, political science gave general knowledge but not tough enough of Technion for the Encouragement of Mathematics

- I would continue to teach the basics but the following seasons I would deal with their adaptation to the other arenas in Israel, if not at the regional or global level.

- Some of the materials of the study were missed due to lack of translation but do not think we lost too much.

- I think we should add more discourse and processing after the plenum.

In my opinion, because some of the arrangements were missed, the grade in the class tried to complete it.

- It took a long time to get the grades and the feedback. For example in a company.

- In general, ISMO provided an effective response, a very helpful summer course and the opening and support conference of Anat as well.

- The course was excellent and we created personal and professional relationships. The language was of a good level and we were able to pass it.

\* What his next position

-"I'm returning to the planning country in the air force. Every six months we fly for a week. This is the minimum requirement.

\* Will you have a vacation before the job?

- I will have three weeks in August to return to the family but it was a great experience.

\* Eros, thank you very much, you have contributed a lot and we very much appreciate it. I see international integration as essential, Israel is like an island and it is important for us to see the different opinions.

**Rajo Interview With the Major General 3/7**

For the international- There is a substantial requirement for a sponsor for each student

ISMO is doing a good job and creating relationships, but at the personal level we need to be an Israeli participant to serve as an international sponsor.

\* In my opinion, at first, the language worries the Israelis

- We've developed the connections from the beginning but I still think we need a sponsor.

-About the course- In my opinion - there is too much time and lack of flexibility - when someone interesting comes (for example, during the infrastructure season) they give a lecture and then we ran to the next thing without talking to the lecturer. In my opinion, we need to introduce the RCDS model more. The Israeli model interrupts the lecture and, in my view, this method does not allow enough analysis. - Continued lectures - I think it is best to implement a capsule model for learning end-to-end topic.

- Economics - Implementation of learning before simulation.

- Simulation - too early in my opinion, what we learned in tours abroad could have helped significantly prepare for the simulation.

I think we missed the economy subject. Study in small groups and perform case studies.

- I agree - how I use the economy to implement the goals of the state, that is what is missing.

- Policy - there was not enough application learning. Bulgaria was excellent, but in my opinion for the benefit of policy planning, we need to talk about policy implementation and analyze what the policy implications are.

- Understand the implications of applying the policy we have developed.

-Weekly feedback

\* Next year we apply this in relation to periods.

- Some Israelis have fear of the English language, this can be overcome by removing two hours a week (hour + hour) on (general) topics in English.

\* What do you think, should we split the international team?

- If the purpose of the course is to prepare Israelis for senior positions it will help them tremendously.

Discussions in smaller interview teams in my opinion will help

\* Next year at least half of the duration will be like this and this includes trips abroad.

In a large group and without any involvement in the planning process things are missed.

 - Regarding the culture of discourse on tours abroad (for example, at the UN) and I understand Israeli culture, but still, it's problematic.

\* As you said, this is Israeli culture and we do not really live in the international arena, so we do not intend to hurt

- I understand this but it is important to note that it does harm the speaker in front of you.

I learned a lot, my acquaintance with the region expanded, I would like to learn more about the international arena but the experience is amazing.

\* What is the next job:

What is your next position?

- I'll probably be in the arm. The chances of reaching Delhi are Low Odds. I need to get a position at the operative / logistical level. I have 20 days off and then move on to the next job.

**Seth Interview With the Major General 3/7**

That was a great year. My replacement Mike Smith came two days ago and told him I would not change a moment and have no regrets. It's the best time in my life and considering my next position everything worked out right.

My goals for the year were:

1 . Get to know the country - at first I thought it was a walk everywhere and I did it but beyond that the people. Staff and participants. The people I visited the most are the citizens, Racheli and Assaf Raffeld. Every Jewish holiday slept at Assaf's place, it was a funny connection.

• It's fascinating because I usually see that Israelis are afraid to speak English.

- It happens mainly at meals but the feeling of the year was that everyone got along it was excellent.

\* If you compare the course to Quantico what do you think.

"I went to the Command-Below and there were 200 people in the class, so the number of people was significant, the open discourse was amazing (the difference in ranks), the atmosphere here is much better than in the US. The atmosphere that people feel comfortable to disagree.

- About the course, I would improve (not the summer program), the infrastructure season. We talked about it and how we ended it did not implement / we did integration at all after that.

- There should be more than one simulation. Adding another simulation or 2 helps. At the international level, we presented the content but did not analyze it.

\* One of my lessons is going from large lectures to Team adaptations.

"I'm one of the youngest people in the course, but I can say that sitting in the plenum is problematic.

\* During the NDU tour, I delved into the learning process of economics. I found there was a very significant tool.

"The economy course felt like a lesson in the introduction to economics, but we did not even talk once about how the economy serves Israel's goals

1. Small groups
2. Case Study
3. Economic simulation / highlighting the economic component of simulations.

\* The big challenge at the General Staff table today is an economic component so it's fascinating what you say.

- I feel that the goal should be from the entire DIME model. Answering the Question SO WHAT?

A real discussion – we are here- where do we get from here?

An example of this in the simulation - all the internationals were Russia - Tishler played trauma, the problem was that the Israelis focused while the international focused on the entire system. International solving and allowed a more holistic approach.

\* It is interesting that you put your finger on the learning challenge of Israeli strategy. Israel is an island and we are not looking at the international in the next year 10 weeks are devoted to the international beginning. I saw it on a tour of the US. People are so focused in Israel and inside that we do not see the broad picture.

Next year, every team will fly to another European city, organize its own tour of the country and study without any connection to Israel (Germany - Economy, Greece - economic crisis, Cyprus - two states, etc…)

- I agree - not to live only in international but to understand the international from an Israeli perspective. Learn the different perspectives.

The speakers were excellent but the subjects were incorrect. Klaus and Jim experienced it but they did not have access to it. See how the speakers connect to what preceded them.

- The degree is in political science. We were talking about McIvelli for three hours, doing an exam and then not talking / analyzing the subject. At first I did not connect with Doron Navot and that changed later on. To my senses, we learned political science because we needed a degree not because it was true.

The Israelis said they did not feel connected to the implementation. Studies as well as relevance to the period. In my view, focusing on the holistic picture will allow for more correct learning.

"I think the elemental season should be connected to the rest of the year, not to being cut off. If there is no connection should it be at all.

\* In my opinion there should be the work of the group. The lecturers talk about whether there was no time to deepen and work in the teams.

- Excellent foil - Yossi has infinite knowledge

Dima is a great teacher and succeeds in being.

Susie Navot - she teaches public law and she was my favorite lecturer but we did not see anything to do with her material afterwards.

- Staff development should be adapted to implement what they have taught. It requires their training to the spirit of the commander.

- I agree that you should write targeted work. A few focused words. We had a job at a company where we were told to write about what we wanted. It was too broad and we did not reach the subject / purpose of the course.

-I have not studied / developed in the field of policy planning or strategy, but understanding Israel and how the region works has taught me a lot.

My next position is Head of Israel and Cyprus

\* Thank you very much for your comments. I think there are many things I can implement. If you need anything feel free to say.

**Shin Fong's Interview With the Major General 3/7**

-Starting with the summer course. I think it is excellent and it should be continued. It provides an excellent base for the rest of the year.

-Concerning the course itself, we did not have enough time to learn in our teams. We had a guide and a senior ambassador but we had very little time to learn from them.

- Based on work - we did not get enough feedback on what we wrote.

\* In order to interview senior officials, it is impossible to teach them like a bachelor's degree.

- In this context, independent learning, I learned more on the subway in meeting with people than in lectures.

- I think we should ask the questions before and pass them on to the lecturer before the lecture

- As for the degree of alumni, more discussion and dialogue should be held.

4- The columns are good

- Learning through the site - is very disappointing. In Singapore at Command and Staff College we all get a tablet and use it for further learning.

"In my opinion, we should allow the particpants (especially the international community) to be with a laptop in the lectures

- I think I have a better understanding of the region. Yes, there should be greater regional focus, not just talk about Israel and the Middle East.

- The ratio of military-civilian participants is excellent. We received different perspectives. I was very happy with that aspect of the course and the connections I had made.

- In the next position I will be the current commander of operations and then the equivalent of Yahalom.

- Change Guides - Changing every year is not healthy.

 **Klaus Interview with the general held on 3.7**

- Interested in dividing into two parts.

1. Content: The page structure and 9 basic courses are good, lectures are new to us and their quality varies from time to time. The lack, in my opinion, is that it is too "focused" on Israel.

\* We have heard what you are saying and indeed we are changing the perception of lessons

At the same time, the essential lack was the absence of conclusions

\* Does this have to happen in small groups?

-Yes indeed it can be very helpful to us

- The simulation was good but when preparing for the simulation, focus only on the simulation (do not combine other subjects). Both simulations should be given more time to answer the question of SO WHAT. Leave an open end if needed.

Bulgaria was excellent but there was not enough time to analyze and understand what the conclusions were.

\* Some people told me that another simulation should be added, perhaps the first simulation was too early. The interviewer should give more space to the smaller groups.

- Yes, but the plenum is important for the uniformity of the cycle and the crystallization.

\* We are considering making next year that each team will go to explore a different country in Europe. You have to choose a topic that each team will plan and investigate on its own. Economic / social / political, and then all the participants take an active part. Provides additional experience

- It is important that the Israelis play the EU and the UN.

- Feedback in general and the role of the mentor - we wrote works on works and did not get feedback what needs to be corrected. How can we get better without it.? This can be done by the instructor, but there is a lack of mentoring

In Germany, an officer is sent to study in Montréal and after a year there is a counselor there.

- Not enough use of the knowledge of the participants - all talented and knowledgeable in depth and visionary should use.

It was one of the most beautiful years of my life

\* Can you give a proposal for a better integration of international participants?

- We will make a great effort to integrate us and our proposals have already been incorporated into the next summer course.

-I might have added a sponsor.

To encourage them to do social activities - for example we are going to sail a boat together.

- It was very helpful that he had a direct test with Ido.

- Social cohesion is very significant, the summer course is an ideal time.

- Also recommend to do English courses.

\* Our problem is the language challenge in my opinion, because we are very happy and satisfied that you are integrated here and influence the class. It's natural to be in the little corner but your integration was very significant. Feel free to return. I'd love to show you a few more weeks the changes that have been made. We will strive to focus on Global and release more free time and give the participant the responsibility for learning.

\* It is sometimes problematic in large group is important to produce balance.

In my view, the Israelis will have a hard time with your plan. For Israelis who receive a "gift" period to see the family they will aspire to another free time.

\* We will strive to tell a platform / wise framework.

**Jim Interview with Major General held on 3.7**

- This is the first time a British participant took part in the course. The reason was that we could prepare the next defense attache. I was able to learn and profit and to know Israeli society very much from my own point of view. I hope I've been able to contribute as well. In my opinion, I was able to learn significantly from the course.

\*You are absolutely right. I have met the current attache many times but in my opinion it is best to live the in the country to succeed.

What is the best source for getting to know Israeli society for you?

- The tours and informal meetings. The citizens I met during my free time provided me with an excellent perspective.

\* If you need to characterize Israeli's nature, what would you say?

- Not really hesitant, ready to do immediately and take responsibility later.

- The optimistic spirit.

-There is a very good level of self-confidence and there is an environment in which you live a lot of influence and that you overcome the challenges is amazing.

-3 Israelis 5 opinions. In the plenum we saw a wide spectrum and still think there is room to expand.

- The subjects we studied were relative, but we did not go deep enough to connect them to the context of national security.

- Looking at the structure of classes to hold discussions in teams or in the plenum could have been a significant improvement. To make arguments, for example, the Israeli-Palestinian conflict - one day with a lecture and questions and a day later a discussion of the subject in the plenum.

\* Major General presented the structure of the following year (10 weeks regarding the global arena) and semester structure economics studies, seminars, travel

- The charge for the simulation was excellent, as did Bulgaria. One can speak of advantages in simulation and disadvantages, but the discourse and discussions were successful.

- Lack of feedback on the works - take recommendations and satisfaction benchmark for works through one of the guides.

- Relevance to a degree in political science.

- To host the speakers. Even if this is one team or team.

- A dialogue with the lecturers, sitting with them after the work and hearing could be good.

Mentoring.

- Self-improvement in the course.

\* It is important to me that you feel that MLL is always open to you, we are committed to you.

\* I spoke with our apprentice at RCDS, he asked him to bring them a new lecturer to the area, I spoke with Mike Herzog. I would be happy to have a joint meeting with you.

RCDS and The Unit Commanders Course are coming here next year and I'm glad they'll meet.

**Patrick Interview with Major General held on 3.7**

One of the reasons I came to the INDC in Israel is because I wanted something different. Because I served in the area in the Bosnia-Herzegovina and in UNDOF, I want to say that the program is a complete success.

Living in Israel with my family enabled me to live and meet Israelis, to meet people who are not just from the course.

With people who are not only from the political system. IWC Club and I saw something important to offer international students through whom we met Israelis we would not meet otherwise. I know that my year has been a success because I will think of my friends when I hear about things that happen here.

What is your significant conclusion about Israelis and Israeli nature?

"I think the course is too focused in Israel. I'm sure you could focus on these areas from a global perspective.

\* We must understand that we need to focus on the global perspective.

- Regarding the mechanics of the course - I agree with you about changing the structure of the course that the end was too easy we could not keep everyone attentive at the end of the course

- A point for improving the international experience: Scheduling the translation of materials - the materials in the second half were not always translated on time and it was very frustrating.

Lack of feedback on jobs Only on the last job I received proper feedback about the work. I have not yet seen the works I wrote about diplomacy and society.

\* We must solve the problem of the work to give more time to small teams, to give less work and more focus and raise the issue for discussion

- It was a great experience and I am grateful for having met ISMO, Anat, Eran and so on ...

\* Thank you very much, I would love to keep in touch, I would be happy to integrate your lessons into learning.