**Preparation material for group discussion with the Commandant of the IDF Colleges**

**Hello,**

In the coming days, I will request the pleasure of your company for a group introduction and discussion.

The main objectives of this conversation are getting to know you, our common traits and assisting me in creating a situational assessment of the IDF Colleges and the INDC in particular.

I would appreciate your assistance in filling out this questionnaire so that I will be able to better prepare for our meeting. Please fill out this page and hand it in to the head of the International Fellows desk 48 hours ahead of our meeting.

**This page will only be read by me!**

Sincerely, Amir Baram

When, in your opinion, do you believe that the Commandant of the Colleges has to take part in an INDC activity \ the Plenum?

For my point of view your presence would be required if (A) further clarification on a certain issue is deemed necessary or (B) your command level experience contributes significantly to the desired understanding of the subject (e.g. leadership and/or strategic approaches of the IDF).

What should be the Commandants responsibility towards the colleges that are not under his direct command? What do you believe should be his prioritization?

Priority should be given to the structure, organisation and requirements, which enable all entities meeting their mission.

How do you see the existing tension that lays between the curriculum and your personal time?

The intensity of the course was fully envisaged and expected; being student of this course is a distinguished honor and fully acknowledged by the family. In short: There aren’t any tensions and sufficient time will be devoted to the course while simultaneously maintaining an appropriate support to the family.

Looking at the method used to teach in the colleges, do you see executive learning as a method that suits everyone?

Learning methods are depending on individual preferences; for my point of view the teaching and learning environment meet my very individual preferences and allow me to express myself and to participate in the discussions.

Regarding the way students are taught in the colleges, what is your opinion about the balance between: teaching the tools in order for the students to inquire alone **and** teaching the information directly?

For my point of view the balance is appropriate and supports the desired learning progress.

What is the right balance between explicit and tacit knowledge?

Explicit and implicit knowledge determine each other. Lacking certain knowledge in terms of facts prevents sufficient development of tacit knowledge. Reducing knowledge transfer to fact based learning prevents an appropriate absorption of these data. Additionally certain topics require a foundation of knowledge for further processing. Actually, at the course we are transitioning from the knowledge providing phase to the implementation phase which is highly appreciated. In this regards timing and balance are well coordinated.

Regarding the commandants position, how do you find the tension between being a commander and being an instructor?

In my understanding a commander is as an integral part of his positon always an instructor, which automatically excludes any tensions. In question is the level of priority given to each of these roles, which is for my interpretation well reflected in the first question.

Administrative issues:

I would like to express my deepest gratefulness for the staff and the tremendous support which your personnel are providing to the course and the students. I need to admit that I’m a bit jealous about such an engaged and motivated team which is an extraordinary example for passion and professionalism. I very much congratulate you to this outstanding team and appreciate the tireless efforts providing us and myself with the best conditions and requirements which are allowing us and me to achieve our goals.

Anything else? Whatever you deem important:

The approach of the academy to strategy and national security is ambitious and demanding; however this is obviously derived by abstract and high level nature of these matters accompanied by a complex and multi-dimensional environment. Anything, less than the vision of the MABAL for the desired result of the course, would jeopardize the goals of the academy. My recommendation would be to continue this ambitious path and to maintain the unique spirit of the course.