Royal Roads UNIVERSITY

Developing Digital Phronesis

Investigating Canadian Military Leader Professional Development in the Digital Age

RESEARCH PROBLEM

The digital age is changing the nature of decision-making in warfare (Ryan, 2018). Leaders must be prepared to make difficult judgement calls about complex autonomous weapons systems and the morality of use in a split second (Vallor, 2015, 2018; Ess, 2020). Leaders at every level require an ever-expanding set of competencies to thrive and exercise good judgment in this environment (National Defence, 2022). Still, the Canadian Forces has not evolved its professional development system to reflect the digital aspect of warfare (National Defence, 2018). There is scant research on developing a digital practical wisdom informed by ethics in a military context.

RESEARCH QUESTION

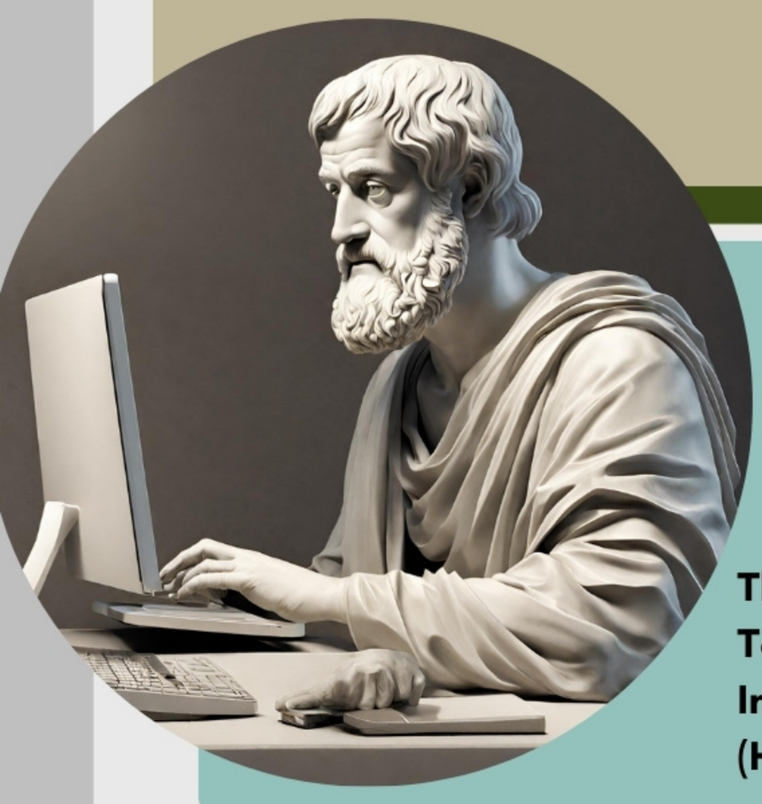
How Can Professional Development Programs Foster Digital Phronesis in Canadian Military Leaders?

RESEARCH OBJECTIVES

Analyze and define the construct of digital phronesis in a military context

Examine the relationship between leadership and digital phronesis

Examine how leader development programs can foster digital phronesis from both an organizational and an individual perspective



RESEARCH METHOD

Concept Analysis
- **Literature review**
- **Archival and Document review**
- **Interviews**

Thematic Analysis
- **Data collection through**
- **one-on-one interviews**
- **Purposeful sampling**
- **Semi-structured interviews**

Action Research
- **Audio documentary as a learning tool**
- **With digital learning guide**

THEORETICAL FRAMEWORK

Neo-Aristotelian Virtue Ethics (Aristotle, 2014)

E-Leadership Theory (Aviolo et al., 2014)

Theory of the Effects of Advanced Information Technologies on Organizational Design, Intelligence, and Decision Making (Huber, 1990)

SECI Phronesis Knowledge Management Model (Nonaka and Takeuchi,2021)

POTENTIAL CONTRIBUTION

Body of knowledge - Leader Development

Application of Knowledge through educational materials

Body of knowledge - Digital Phronesis

Body of knowledge - Canadian Military Professional Development

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