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18 Mar 26

8 ENGINEER BRIGADE LEADERSHIP CONFERENCE 2025 – 11 MAR 26

1. **Overview.** On 11 Mar 26, the 8 Engr Bde Leadership Conference was held on the theme of 'Leading Through Uncertainty'. The event brought together command teams from across the Brigade and selected high performing personnel, providing an opportunity to network, learn, discuss and develop as a cohort.
2. **The Outline - Leading Through Uncertainty.** The Chief of the General staff has been very clear that the British Army must be ready for a war with Russia by 2027 however how that will manifest and the resources available to achieve success are less clear and/or very challenging. The start of 2026 highlights the uncertainty we face as a military from the strategic; with challenges for NATO and the global rules-based system; through organisational challenges with financial constraints limiting modernisation to meet a new set of threats; to the tactical where the pace of battlefield change is visceral and relentless. Setting this against a backdrop where our people navigate cultural changes and the real impacts of the cost of living across society, provides real leadership challenges to our commanders at each rank. We all experience these challenges as individuals and will be affected by uncertainty in different ways, understanding how these challenges are impacting us as leaders is the first step to ensuring we are developing and thriving ready to lead our people through uncertain times. The core questions the conference was designed around were:
 - a. **Leading others and the organisations.** How do I effectively lead my unit/department through uncertain times, what are the greatest areas of uncertainty we must traverse together?
 - b. **Leading myself.** How do I deal with uncertainty; how does it manifest itself and what behaviours does it drive in me?
3. **Conduct.** The Conference was delivered in an interactive format through military, historic, civil and emergency services perspectives, rounded out by a personal leadership workshop for Bde staff, COs & RSMs and a Unit planning session for the high performing personnel. Attendees engaged in active discussion sessions throughout the day and were drawn back to the 2 core questions repeatedly for both personal and organisation development. Finally, for all attendees a social was held providing an informal setting to discuss the ideas of the day.
4. **Speakers.** The Conference enjoyed a number of external speakers, providing a broad perspective. As shown in the MEL.
5. **Attendance.** The was attended by Bd Comd, DComds / AComds, COSs, DCOSs, COs, and RSMs. Additionally, high performing personnel (up-and-coming talent) from across the Regts attended on the COs selection.

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MAIN EVENTS LIST

Ser	Activity	Attendees	Location	Timing
1	Arrival and Coffee - Collect initial impressions.	All	SSVC (Cinema)	0900-0925hrs
2	R2IC 11 EOD&S Regt – Welcome & Admin.	All	SSVC (Cinema)	0925-0930hrs
3	Comd 8 Engr Bde / CO 11 EOD&S Regt – Intro & Opening Address.	All	SSVC (Cinema)	0930-0945hrs
4	COS ARRC Maj Gen Grant DSO MC – Leading through uncertainty.	All	SSVC (Cinema)	0945-1035hrs
5	Break – Collect impressions.	All	SSVC (Cinema)	1035-1055hrs
6	CAL Lt Col Falconer and Prof Clark – Leading through uncertainty.	All	SSVC (Cinema)	1055-1145hrs
7	Lt Gen (Retd) Sir Poffley KCB OBE – 42 years of experience of what sometime works	All	SSVC (Cinema)	1145-1230hrs
8	Lunch.	All	SSVC (Cinema)	1230-1315hrs
9	Fidelio, Gillian Karran-Cumberlege and Mark Cumberlegde – A view from Business	All	SSVC (Cinema)	1315-1405hrs
10	Commander Murphy Counter-Terrorism Policing – Commanding uncertainty.	All	SSVC (Cinema)	1405-1455hrs
11	Break (separate into groups).	All	SSVC (Cinema)	1455-1515hrs
12	Dr Chris Dalton – Personal Leadership.	Bde Staff, COs, RSMs/GWOs	Breakout rooms (Charles, Victoria, Elizebeth)	1515-1645hrs
13	Mr Mark Mortimer – A personal view.	High performing SP	SSVC (Cinema)	1515-1615hrs
14	Reflection and Development of Unit Plans.	High performing SP	SSVC (Cinema)	1615-1645hrs
15	Review and disperse.	All	SSVC (Cinema)	1645-1700hrs
16	Evening Social.		WOs&SNCOs' Mess	1830-2100hrs