UNIVERSITAS PERTAHANAN RI



28th ARF HDUCIM
Sub-theme 3: Strategic Capabilities of Defence Leaders for Pan-Domain Operations

LEARNING AND ADAPTING

Indonesia Defence University's Experience in Preparing Future Defence Leaders

A CHANGING SECURITY ENVIRONMENT

More Complex • More Connected • More Technology-Driven



THREATS

Conventional & Non-Conventional

CYBER & INFORMATION

Borderless Environment

EMERGING TECHNOLOGIES

AI • Data • Autonomous Systems

CROSS-DOMAIN CHALLENGES

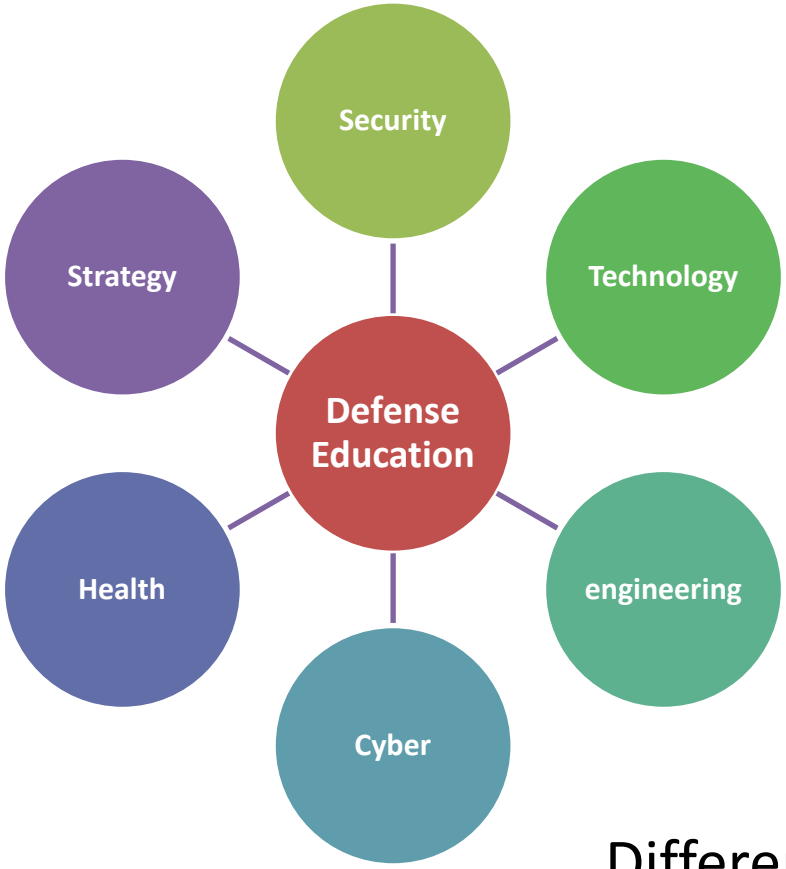
Land • Sea • Air • Cyber • Space



How should defence education adapt?

OUR EDUCATIONAL JOURNEY

Towards a More Multidisciplinary Defence Education











Different Disciplines • One Defence Perspective

BRINGING STRATEGY AND TECHNOLOGY TOGETHER

Connecting Strategic Thinking with Technological Understanding







Strategy

- Strategic Leadership
- Defense strategy
- Strategic decision making

Technology

- AI
- Cyber
- Defense technology

Technology informs strategy. Strategy gives technology purpose.

DEVELOPING FUTURE DEFENCE LEADERS

From Knowledge to Leadership Capability

Knowledge → **experience** → **Competence**

-STRATEGIC THINKING
-DECISION-MAKING

-CRITICAL THINKING
-ADAPTABILITY

-DIGITAL LITERACY
-COLLABORATION



Preparing leaders to think, decide, adapt, and collaborate.

LEARNING BEYOND THE CLASSROOM

Turning Knowledge into Experience

- Classroom learning
- Case- Project based learning
- Field Practice
- Community engagement
- Real-World Experience









Some leadership capabilities are best developed through experience.

THE ACEH TAMIANG EXPERIENCE

Real Situation • Real People • Real Learning

Aceh Tamiang Flash Flood Victims Still Need Clean Water And Baby Clothing

09 Desember 2025, 22:00 | Editorial Team



Victims of flash floods residents of Menangini Village, Karang Baru District, Aceh Tamiang Regency crossed piles of wood used for flash floods / ANTARA / HO-Warga / Awal Sulistio

Learning to lead, adapt, and collaborate in a real-world environment.

Disaster Recovery



Clean Water Support



Health Support



Community Engagement



WHAT WE LEARNED FROM THE FIELD

From Real-World Experience to Leadership Capability







01 — LEADERSHIP
Taking responsibility
02 — ADAPTABILITY
Responding to change
03 — PROBLEM SOLVING
Finding workable solutions

04 — TEAMWORK
Working as one team
05 — INTER-AGENCY COLLABORATION
Working across institutions
06 — HUMAN UNDERSTANDING
Understanding people and communities

Experience turns knowledge into leadership capability.

LEARNING THROUGH PARTNERSHIP

We Learn and Grow Together

DEFENCE & GOVERNMENT

RESEARCH INSTITUTIONS

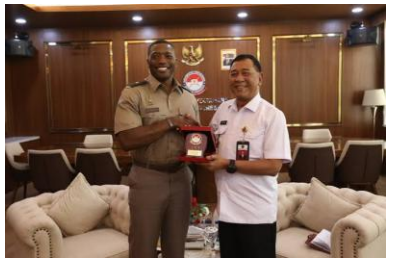


INDONESIA DEFENCE UNIVERSITY

UNIVERSITIES

DEFENCE INDUSTRY











Education • Research • Technology • Knowledge Exchange

WHAT WE HAVE LEARNED

Three Lessons from Our Journey

CONNECT
Strategy & Technology
Bringing strategic thinking and technological understanding closer together.
EXPERIENCE
Classroom & Real World
Turning knowledge into leadership capability through real-world experience.
COLLABORATE
Learn With Others
Transformation requires partnership and continuous learning.



MOVING FORWARD TOGETHER

Practical Opportunities for ARF HDUCIM Cooperation

THREE OPPORTUNITIES FOR COLLABORATION

❑ EDUCATIONAL EXPERIENCES
Exchange practices in integrating strategy, technology, and leadership education.

❑ PROMOTE REAL-WORLD LEARNING
Explore joint learning activities in disaster response, humanitarian assistance, and community resilience.

❑ STRENGTHEN ACADEMIC PARTNERSHIPS
Encourage faculty exchanges, collaborative research, and knowledge sharing on emerging defence challenges.



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THANK YOU



WE COME TO ARF HDUCIM NOT ONLY TO SHARE OUR EXPERIENCE, BUT ALSO TO LEARN FROM YOURS.