ADAPTIVE LEADERSHIP AND HUMAN CAPITAL IN THE DIGITAL AGE: RECONFIGURING MILITARY DECISION-MAKING THROUGH INFORMATION SYSTEMS

Colonel Cornel ZAMFIRESCU, PhD Candidate

"Valahia" University of Târgoviște, Romania

DOI: 10.55535/RMT.2026.1-2.09

The accelerated transformations of the security environment, characterised by digitalisation, operational complexity, and strategic volatility, calls for a profound redefinition of military leadership. While information infrastructure constitutes the systemic foundation of modern defense, the human dimension – represented by leadership and cognitive capital – becomes the determining factor in decision-making effectiveness.

This article analyses how information systems reshape the profile of the military leader, decision-making processes, and organisational culture within the defense domain. It explores key concepts such as adaptive leadership, decision superiority, algorithm-assisted decision-making, and strategic digital competencies.

The study highlights the need to integrate human capital into the military information ecosystem and proposes directions for reform in leadership development, the use of artificial intelligence, and the cultivation of an organisational culture grounded in continuous learning.

Its central conclusion is that, without the simultaneous transformation of both infrastructure and human capital, the digitalisation of defense will remain incomplete and ineffective.

Keywords: adaptive leadership; digital human capital; information systems; decision superiority; digital transformation;

INTRODUCTION

The evolution of the contemporary security environment, marked by accelerated digitalization, strategic competition, and the emergence of hybrid conflicts, calls for a profound reconsideration of how military leadership is exercised. In this context, the ability to collect, process, and interpret information becomes essential to decision-making effectiveness and to adaptation to operational dynamics.

If information infrastructure constitutes the structural framework of modern defense, the cognitive and organizational dimension of military leadership is what determines how effectively that framework is used. Complementing analyses focused on strategic information architectures, this study concentrates on the transformation of leadership and human capital in the context of the digitalization of defense.

Effectiveness of military leadership depends on its integration into the information ecosystem, and that the absence of digital competencies and of an adaptive organizational culture limits strategic decision-making capacity.

The central hypothesis of this paper is that the effectiveness of military leadership depends on its integration into the information ecosystem, and that the absence of digital competencies and of an adaptive organizational culture limits strategic decision-making capacity.

The objective of the article is to analyse how information systems influence military leadership and to propose reform directions aimed at developing human capital and optimising the decision-making process.

MILITARY LEADERSHIP IN THE DIGITAL AGE: A PARADIGM SHIFT

The profound transformations of the contemporary security environment, generated by digitalization, globalisation, and the acceleration of technological progress, are driving a fundamental redefinition of the concept of military leadership. Whereas leadership was traditionally associated with hierarchical authority, operational control, and the capacity to command under conditions

of relative certainty, it must now respond to radically different demands characterized by complexity, uncertainty, and systemic interdependence.

The emergence of new information technologies, the growth in the volume of available data, and the accelerated dynamics of the operational environment have turned decision-making into a process that depends on the ability to integrate and interpret information. In this context, military leadership can no longer be reduced to a function of coordinating resources; it becomes a complex cognitive process supported by advanced information infrastructures.

Unlike the traditional model, adaptive leadership does not rely exclusively on formal authority, but on competence, flexibility, and the ability to manage complexity. This transition implies a redistribution of the decision-making process, in the direction of decentralisation and increased autonomy for operational structures.

The paradigm shift in military leadership thus reflects the transition from a command-and-control-centered model to one based on adaptability, anticipation, and the strategic use of data. This transformation involves not only the adoption of new technologies, but also a redefinition of the role of the military leader within the organization and in relation to the operational environment.

❖ From Hierarchical Command to Adaptive Leadership

The traditional model of military leadership, grounded in rigid hierarchical structures and in the one-way transmission of orders, was effective in a relatively stable operational environment characterised by predictability and a clear delineation of the battlefield. In the current context, however – defined by hybrid threats, asymmetric conflicts, and global interdependence – this model becomes inadequate.

Adaptive leadership emerges as a strategic necessity. It is defined by the leader's ability to respond rapidly to change, integrate information from multiple sources, and adjust strategies in real time. Unlike the traditional model, adaptive leadership does not rely exclusively on formal authority, but on competence, flexibility, and the ability to manage complexity. This transition implies a redistribution of the decision-making process, in the direction of decentralisation and increased autonomy for operational structures. Leaders are no longer merely issuers of orders, but facilitators of the decision-making process, able to coordinate multidisciplinary teams and integrate the expertise of the organisation's various components.

At the same time, adaptive leadership presupposes a stronger capacity for organizational learning, in which accumulated experience

is rapidly integrated into decision-making processes. This dimension is essential in an environment where operational lessons must be leveraged in real time to ensure the effectiveness of actions.

❖ Information as a Strategic Resource

In the contemporary security paradigm, information becomes a fundamental strategic resource, comparable to traditional material and human resources. The ability to collect, process, and interpret data in real time provides a decisive competitive advantage, directly influencing operational effectiveness and anticipatory capacity. This transformation is driven by the exponential growth in the volume of available data and by the development of analytical technologies that make it possible to extract relevant information from complex data sets. In this context, military leadership must adapt in order to capitalize on informational potential by integrating data analysis into the decision-making process.

The ability to collect, process, and interpret data in real time provides a decisive competitive advantage, directly influencing operational effectiveness and anticipatory capacity. This transformation is driven by the exponential growth in the volume of available data and by the development of analytical technologies that make it possible to extract relevant information from complex data sets.

Information is no longer merely a support tool; it becomes the foundation of strategic decision-making. Military leaders must be able to interpret complex indicators, identify correlations, and anticipate developments on the basis of available data. This capability transforms the way strategies and operational plans are designed.

At the same time, information management also involves significant challenges, such as ensuring data security, avoiding information overload, and filtering relevant information. In the absence of effective management mechanisms, large volumes of data can themselves become a risk factor, affecting the quality of decisions.

Modern military leadership must therefore integrate information-management competencies, becoming capable of transforming data into knowledge and knowledge into strategic action.

❖ The Concept of *Decision Superiority*

In the context of contemporary strategic competition, operational advantage is no longer determined exclusively by numerical or technological superiority, but by the ability to make decisions faster and more accurately than the adversary. This concept, known as *decision superiority*, becomes a central objective of modern military organizations.

Decision superiority entails the effective integration of information, the use of advanced analytics, and the capacity to act rapidly on that basis. In this respect, information systems play an essential role by providing analytical support and facilitating the decision-making process. Achieving this type of superiority requires reducing the time between information collection and decision-making, while also increasing the accuracy of decisions. Through the use of artificial intelligence technologies and predictive analytics algorithms, it becomes possible to identify optimal scenarios rapidly and anticipate the adversary's actions.

At the same time, decision superiority is not merely a technological outcome, but also an organisational and cognitive one. The ability to capitalise on information depends on the level of preparedness of leaders, on organizational culture, and on the structure of decision-making processes. Decision superiority therefore represents a synthesis of information infrastructure and human capital, and serves as an indicator of the effectiveness of the military system as a whole.

The military information ecosystem represents the totality of technological infrastructures, operational processes, and organisational mechanisms that enable the collection, processing, integration, and dissemination of information relevant to the decision-making process.

THE INFORMATION ECOSYSTEM AND DECISION SUPPORT IN MILITARY LEADERSHIP

The complexity of the contemporary operational environment requires the development of an integrated information ecosystem able to support military decision-making under conditions of high uncertainty, large data volumes, and time pressure. In this context, military decision-making can no longer be conceived as a linear process, but rather as a dynamic, iterative system dependent on continuous information flows and advanced analytical capabilities.

The military information ecosystem represents the totality of technological infrastructures, operational processes, and organisational mechanisms that enable the collection, processing, integration, and dissemination of information relevant to the decision-making process. It functions as a distributed architecture in which the interdependence of components determines the system's overall effectiveness.

In the absence of such an architecture, military decision-making becomes fragmented, reactive, and vulnerable to systemic errors. By contrast, an integrated information ecosystem makes decision

superiority possible by reducing uncertainty, accelerating the decision-making process, and improving the accuracy of strategic assessments.

❖ The Information Architecture of Military Decision-Making

The information architecture of military decision-making can be conceptualized as a multilayered system structured around four main functional levels:

(1) Data acquisition layer

This layer includes sensors, ISR systems (*intelligence, surveillance, and reconnaissance*), HUMINT, SIGINT, and OSINT sources, as well as other mechanisms for capturing operational and strategic data. The defining feature of this layer is data heterogeneity, both in terms of format and reliability.

The information architecture of military decision-making can be conceptualized as a multilayered system structured around four main functional levels: data acquisition layer; data processing and filtering layer; analytics and interpretation layer; decision dissemination and execution layer.

(2) Data processing and filtering layer

Raw data are subjected to cleaning, normalization, and validation processes. At this stage, redundancies are eliminated and inconsistencies are identified through preprocessing algorithms and primary data-fusion techniques.

(3) Analytics and interpretation layer

This layer involves the use of advanced analytical tools, including:

- machine learning algorithms;
- predictive models;
- network analysis;
- decision support systems (DSS).

The result of this process is the generation of operational and strategic insights that can be used in decision-making.

(4) Decision dissemination and execution layer

Relevant information is transmitted to decision-makers in formats adapted to the level of command. This stage includes visual interfaces (dashboards), C2 (*command and control*) systems, and secure communication mechanisms.

Integrating these levels into a coherent architecture is essential for ensuring a continuous information flow and avoiding decision discontinuities. In the absence of such integration, informational bottlenecks emerge and affect operational effectiveness.

❖ Digital Command Centers and Information Fusion

Digital command centers are critical components of the information ecosystem, functioning as nodes for data aggregation and analysis. They are designed to integrate information from multiple sources and provide a Common Operational Picture (COP).

The functioning of these centers is based on the principle of information fusion, which involves:

- correlating data from disparate sources;
- eliminating redundancies;
- identifying relevant patterns.

Information fusion takes place at several levels:

- data-level fusion;
- feature-level fusion;
- decision-level fusion.

The capability for real-time analytics is a critical factor in achieving decision superiority. It entails the continuous processing of data streams and the generation of analytical outputs within a time frame compatible with operational requirements.

By using these techniques, digital command centers can generate complex operational scenarios and assess the impact of different strategic options.

An emerging concept in this area is the **operational digital twin**, which makes it possible to simulate the operational environment in real time and test different scenarios before implementation. This approach reduces decision risk and increases anticipatory capacity.

❖ Real-Time Analytics and Advanced Decision Support

The capability for real-time analytics is a critical factor in achieving decision superiority. It entails the continuous processing of data streams and the generation of analytical outputs within a time frame compatible with operational requirements.

Modern systems use technologies such as:

- stream processing;
- edge computing;
- military cloud infrastructure;
- distributed artificial intelligence.

These technologies make it possible to reduce information latency and facilitate rapid decisions.

Decision support systems (DSS) play a central role in this process by providing:

- automated recommendations;

- risk assessments;
- prioritisation of strategic options.

Integrating DSS into command processes enables the transition from intuitive decision-making to algorithm-assisted decision-making, reducing variability and increasing decision consistency.

❖ **Strategic Interoperability and Information Standardization**

In the context of membership in collective security structures, information interoperability becomes an essential condition for operational effectiveness. It implies technological, semantic, and procedural compatibility among the information systems of different states and organisations.

Interoperability can be analyzed at three levels:

- **technological** – compatibility of IT infrastructures;
- **semantic** – use of common data formats and standards;
- **operational** – alignment of procedures and doctrines.

Within NATO, information standardization is achieved through common protocols and architectures that enable rapid information exchange and coordinated action.

The lack of interoperability generates significant risks, including:

- delays in the decision-making process;
- misinterpretations of data;
- fragmentation of operations.

The development of an information ecosystem compatible with international standards is therefore essential for Romania's effective integration into the Euro-Atlantic security architecture.

The military information ecosystem represents the critical infrastructure of the modern decision-making process, in which the effectiveness of leadership depends directly on the quality and integration of information flows. Through the development of advanced information architectures, digital command centers, and decision support systems, military organizations can achieve decision superiority and respond effectively to contemporary challenges.

In this context, military leadership can no longer be separated from information infrastructure, but must be analysed as an emergent function of the interaction between the human factor and technological systems.

Military leadership can no longer be separated from information infrastructure, but must be analysed as an emergent function of the interaction between the human factor and technological systems.

HUMAN CAPITAL IN THE DIGITAL TRANSFORMATION OF DEFENSE

The digital transformation of the military system cannot be reduced to the implementation of advanced technological infrastructures; it requires a profound reconstruction of the human capital that operates those systems. In the absence of adequate competencies and an adaptive organisational culture, technology remains underused and the potential of information systems goes unrealized.

In this context, human capital must be conceptualised not merely as an operational resource, but as a strategic element of decision superiority. The ability of military leaders to interpret data, integrate analytical models, and operate in complex information ecosystems becomes decisive for the effectiveness of the defense system.

The contemporary military leader must operate in an environment characterized by informational complexity, where decisions are influenced by continuous data flows and advanced analytical tools.

Digital transformation therefore involves a dual adaptation: technological and cognitive. If information infrastructure defines the operational framework, human capital determines how that framework is actually used.

❖ The New Profile of the Military Leader

Within the digital paradigm, the profile of the military leader undergoes a structural transformation, moving from the traditional model of the operational commander to that of the strategic information manager. This evolution entails an expansion of the competence set beyond the tactical and operational dimension toward fields such as data analysis, understanding information systems, and interpreting predictive models.

The contemporary military leader must operate in an environment characterized by informational complexity, where decisions are influenced by continuous data flows and advanced analytical tools. In this sense, the role is no longer limited to issuing orders, but includes:

- integrating information from multiple sources;
- evaluating algorithmically generated scenarios;
- managing uncertainty through probabilistic analysis.

This transformation also implies a paradigm shift with respect to decision authority. The leader becomes a node within an information network, and effectiveness depends on the capacity to interact with digital systems and with other organisational entities.

❖ Essential Digital Competencies in the Military Environment

The digital transformation of defense requires a profound redefinition of the set of competencies needed by military leaders, expanding them beyond the traditional operational dimension toward a much more complex cognitive and technological sphere. In an environment characterized by high data volume, uncertainty, and systemic interdependence, the effectiveness of decision-making becomes directly dependent on leaders' ability to understand, integrate, and strategically exploit information. In this context, digital competencies should not be seen as isolated technical skills, but as constitutive elements of an integrated cognitive ecosystem that enables effective action in dynamic information environments. These competencies can be grouped into several categories, as shown in *figure 1.*

The digital transformation of defense requires a profound redefinition of the set of competencies needed by military leaders, expanding them beyond the traditional operational dimension toward a much more complex cognitive and technological sphere.

Figure 1: Digital Competencies of Human Capital in the Military Environment

These competencies are organised around fundamental, interdependent dimensions that contribute to the development of an adaptive, data-oriented leadership profile.

(1) Data literacy

Data literacy represents the foundation of digital competencies and is defined by the ability to understand, interpret, and use data in decision-making. In an environment where information is abundant, yet often heterogeneous and imperfect, military leaders must be able to distinguish relevant data from informational noise, assess the credibility of sources, and identify meaningful correlations.

This competence involves not only identifying relevant data sources, but also evaluating information quality according to criteria such as accuracy, timeliness, and consistency. In addition, the interpretation of statistical indicators becomes essential for grounding decisions, allowing raw data to be transformed into useful information. In the absence of this capability, the decision-making process risks being affected by interpretive errors or by information overload, which may lead to suboptimal decisions.

AI literacy does not necessarily require advanced programming knowledge; rather, it involves the ability to understand the basic principles of algorithms, the logic of predictive models, and their limitations.

(2) AI literacy

As artificial intelligence systems become increasingly integrated into command-and-control processes, understanding how they function becomes a critical competence for military leaders. AI literacy does not necessarily require advanced programming knowledge; rather, it involves the ability to understand the basic principles of algorithms, the logic of predictive models, and their limitations.

This competence is essential for the proper use of decision support systems, given that algorithms may generate recommendations based on incomplete data or on models that reflect certain biases. Leaders must be able to evaluate critically the outputs generated by such systems, understand the degree of uncertainty associated with them, and integrate this information into decision-making without absolutizing it.

In this sense, AI literacy contributes to the development of informed leadership, capable of collaborating effectively with technological systems and avoiding excessive dependence on automation.

(3) Modeling and simulation capability

The ability to use modeling and simulation tools represents an essential dimension of digital competencies, enabling leaders to assess complex operational scenarios before implementation. Through simulations, it becomes possible to test different strategic options, analyse the impact of decisions, and identify points of vulnerability.

This competence facilitates the transition from a reactive decision model to an anticipatory one, in which decisions are grounded in the evaluation of multiple scenarios and in the estimation of probabilities of success. In addition, the use of simulations contributes to the reduction of operational risks and to the optimization of resource allocation, providing a controlled framework for strategic experimentation.

In the context of the development of digital-twin-type concepts, modeling capability becomes even more relevant, enabling the virtual replication of the operational environment and the real-time analysis of developments.

(4) Systems thinking

Systems thinking is a cross-cutting competence that makes it possible to understand the interdependencies among the components of the defense system and to analyze the effects of decisions in a broader context. In an environment characterized by complexity and interconnectedness, decisions cannot be assessed in isolation, but must be analyzed in relation to their impact on the system as a whole.

This competence involves the ability to identify causal relationships, anticipate secondary effects, and integrate multiple dimensions of a problem into the decision-making process. Systems thinking thus helps avoid overly simplistic solutions and supports the development of coherent and sustainable strategies.

In addition, it facilitates interinstitutional collaboration by providing a common conceptual framework for understanding complex problems and coordinating actions.

Taken together, these competencies do not function independently, but integrate into a complex cognitive ecosystem that enables military leaders to operate effectively in a digitalised environment. The interdependence among data literacy, understanding artificial intelligence, modeling capability, and systems thinking reflects the need for a holistic approach to human-capital development.

Systems thinking is a cross-cutting competence that makes it possible to understand the interdependencies among the components of the defense system and to analyze the effects of decisions in a broader context. In an environment characterized by complexity and interconnectedness, decisions cannot be assessed in isolation, but must be analyzed in relation to their impact on the system as a whole.

The formation of these competencies therefore represents not merely an educational requirement, but a strategic condition for achieving decision superiority and adapting the military system to contemporary challenges.

❖ **Digital Performance Indicators in Military Leadership**

Assessing the effectiveness of military leadership in the digital context requires the development of quantifiable performance indicators that reflect the capacity to use information systems and the impact of decisions on operational outcomes.

Digital Key Performance Indicators (DKPIs) may include:

- **decision latency** – the time interval between the emergence of a situation and the making of a decision;
- **decision accuracy** – the degree of correctness of decisions in relation to the outcomes obtained;
- **resource optimisation rate** – the way resources are used relative to objectives
- **information integration index** – the ability to use data from multiple sources.

Assessing the effectiveness of military leadership in the digital context requires the development of quantifiable performance indicators that reflect the capacity to use information systems and the impact of decisions on operational outcomes.

Integrating these indicators into information systems makes continuous performance monitoring and the real-time adjustment of strategies possible. At the same time, the use of DKPIs contributes to making leadership assessment more objective, reducing dependence on subjective criteria.

❖ **The Educational Ecosystem and Continuous Development**

The transformation of human capital requires the development of an educational ecosystem adapted to digital requirements. Military educational institutions must redefine their programs so as to include advanced digital competencies and integrate interdisciplinarity.

This ecosystem should include:

- training programs in data science applied to defense;
- courses in artificial intelligence and predictive analytics;
- modules in operational simulation and strategic modeling.

Collaboration with the civilian academic environment and with the private sector becomes essential for accelerating knowledge transfer and gaining access to emerging technologies.

Public-private partnerships can contribute to the development of innovative solutions and to rapid adaptation to technological change.

Training should also not be limited to the initial stage, but should become a continuous process, integrated throughout the military career. This approach allows for the constant updating of competencies and adaptation to developments in the operational environment.

❖ **An Organisational Culture Based on Digital Learning**

Beyond individual competencies, digital transformation also requires the development of an organisational culture that supports continuous learning and adaptation. Organisational culture thus becomes a determining factor in the success of technology implementation.

The development of digital competencies, the implementation of objective assessment mechanisms, and the building of an adaptive organizational culture are essential conditions for achieving decision superiority.

An effective digital culture is characterised by:

- openness to innovation;
- acceptance of change;
- encouragement of controlled experimentation;
- integration of feedback into decision-making processes.

In the absence of such a culture, organisations risk adopting technology only superficially, without generating real changes in the way they function.

Organisational culture must also support interinstitutional collaboration and information sharing, both of which are essential to the functioning of the military information ecosystem.

Human capital is the central element of the digital transformation of defense, as it is the factor that determines the effective use of information infrastructure. The development of digital competencies, the implementation of objective assessment mechanisms, and the building of an adaptive organizational culture are essential conditions for achieving decision superiority.

In this context, military leadership becomes the result of the integration of technology and human capital, and the success of digital transformation depends on the organization's ability to synchronize these two dimensions.

CONCLUSIONS

The analysis carried out in this paper shows that the digital transformation of defense is not merely a technological process, but a structural reconstruction of the way military leadership is conceived and exercised. In the context of a security environment characterized by volatility, complexity, and informational interdependence, decision-making effectiveness becomes the primary determinant of strategic performance.

The results of the study confirm the hypothesis that contemporary military leadership is deeply dependent on integration into advanced information ecosystems. The ability to collect, process, and interpret data in real time, together with the use of predictive analytics and decision-support tools, transforms decision-making from a reactive process into an anticipatory one. Within this framework, the concept of decision superiority becomes an essential operational objective, and achieving it requires convergence between information infrastructure and human capital.

Human capital thus becomes a force multiplier, while the development of digital competencies, systems thinking, and the ability to operate in complex information environments represents an essential condition for effective military leadership.

At the same time, the research underscores that technology, in the absence of adequate competencies and an adaptive organisational culture, cannot generate strategic value. Human capital thus becomes a force multiplier, while the development of digital competencies, systems thinking, and the ability to operate in complex information environments represents an essential condition for effective military leadership. The transformation of the military leader's profile, from operational commander to strategic information manager, reflects this paradigm shift.

Moreover, the integration of digital performance indicators and the institutionalization of data-based evaluation mechanisms contribute to making decision-making more objective and to increasing organisational transparency. In parallel, the development of an adapted educational ecosystem and the strengthening of an organizational culture based on continuous learning become critical factors for the sustainability of digital transformation.

The strategic implications of this analysis are significant. In the absence of a simultaneous transformation of information infrastructure and human capital, the military system risks remaining in a hybrid paradigm characterised by dysfunctions and limited effectiveness.

By contrast, integrating these dimensions makes it possible to develop a model of adaptive leadership capable of responding to contemporary challenges and capitalizing on the opportunities offered by digitalisation.

In conclusion, military leadership in the digital age can no longer be conceived as an individual function, but as the emergent result of the interaction between the human factor and information infrastructure. Only through the synchronisation of these components can a high level of strategic autonomy, institutional resilience, and operational relevance be achieved within the architecture of contemporary security.

Military leadership in the digital age can no longer be conceived as an individual function, but as the emergent result of the interaction between the human factor and information infrastructure. Only through the synchronisation of these components can a high level of strategic autonomy, institutional resilience, and operational relevance be achieved within the architecture of contemporary security.

BIBLIOGRAPHY:

1. Azizyan, O., Gheisari, M. (2025). *Security Strategy for West Asia Water Crisis*, in *Iranian Review of Foreign Affairs*.
2. Bestyuk, A., Pokhnatiuk, S. (2025). *Integration of Artificial Intelligence into Higher Military Education as a Factor in Increasing the Efficiency of Professional Training*, in *Scientific Bulletin of Mukachevo State University*, https://pp-msu.com.ua/web/uploads/pdf/Scientific%20Bulletin%20.pdf, retrieved on 22 February 2026.
3. Byranvand, F.N. (2025). *Buck-Passing System as a Security Order in East Asia: Requirements and Contexts for US Action*. International Relations Studies.
4. Dragomir, F. (2017). *Aspects of the Information Security Model*. National, European and Euro-Atlantic Security Proceedings, 3, pp. 184-190.
5. Dragomir, F.-L. (2024). *The Potential for Intensifying Austria's Opposition to Schengen Enlargement*, in *European Journal of Accounting, Finance & Business*, 12(2), pp. 120-128. ISSN 2344-102X Issue 2/June 2024 ISSN-L 2344-102X DOI: 10.4316/EJAFB.2024
6. Dragomir, F.-L. (2025a). *Algorithmic Transparency in Information Systems: A Legal Necessity for the Protection of Fundamental Rights*. Acta Universitatis Danubius. Juridica, 21(1), pp. 126-136.
7. Dragomir, F-L. (2025b). *How Information Systems Are Reshaping National Security Strategies*, in *Romanian Military Thinking*, nr. 1(1), pp. 202-213. Defence Staff.
8. Dragomir, F.-L. (2025c). *Integrating Artificial Intelligence into Operational Research – New Horizons for National Security*, in *Romanian Military Thinking*, nr. 1(1), pp. 174-187. Defence Staff.
9. Dragomir-Constantin, F.-L. (2025d). *Modeling Fiscal Pressure for Economic Resilience: An Intelligent Information System Approach*

Based an J48 Tree. Acta Universitatis Danubius. Œconomica, 21(3). University Danubius Press.
10. Dragomir, F.-L. (2025e). *Multilevel Architecture of Information Systems for Monitoring Radicalization Trends in Digital Environments,* in Romanian *Military Thinking*, nr. 1(2). Defence Staff.
11. Dragomir, F.-L. (2025f). *Confidentiality, Loyalty, and Responsibility: The Ethical Triad in Information Systems Management in the Field of National Security*, in Bulletin of "Carol I" National Defence University, 14(2), pp. 296-310. El Ghamari, M. (2025). *Strategic Thinking: Geopolitical Rivalry in the Middle East. Wojsko Polskie.*
12. Dragomir, F.-L., Alexandrescu, G., Postolache, F. (2018). *Tools for Hierarchical Security Modeling,* The 14th International Scientific Conference eLearning & Software for Education, The 14th International Scientific Conference "eLearning and Software for Education" Bucharest: "Carol I" National Defence University, 4(10.12753/2066-026X-18-219), pp. 34-38.
13. Dragomir, F.-L., Enache, R. (2025). *Information Systems in the Analysis of Ideological Terrorism Modeling: the Interaction between Attacks, Arrests and Convictions in Europe (2017-2022)*, in *Romanian Military Thinking*, nr. 1(2). Defence Staff.
14. Dragomir-Constantin, F.-L., Beldiman, C.M., Zlati, M.L. (2025). *Informational Approaches in Modelling Social and Economic Relations: Study on Migration and Access to Services in the European Union*. Systems, 13(6), 469. MDPI.
15. Dwivedi, A. (2025). *Power System Analytics: Anomaly Detection, Prediction, and Mitigation*. Rensselaer Polytechnic Institute. Akturan, A., Albayrak, M. T., & Arslan, A. (2025). *Adaptive Military Leadership in the Digital Age*, in *National Defence University Bulletin*, https://revista.unap.ro/index.php/bulletin/article/download/2224/2168, retrieved on 17 January 2026.
16. Javaid, R. (2024). *Developing digital leadership practices in military: A way forward*, in *SSRN Electronic Journal*, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4924339, retrieved on 22 February 2026.
17. Karabelias, G., Zafeiris, K. (2025). *From the Analogue Warrior to the Algorithmic Strategist: The Evolution of Military Training through Artificial Intelligence*, in *Journal on Baltic Security*.
18. Okropiridze, G., Zaalishvili, L. (2025). *Artificial Intelligence as a Strategic Force Multiplier in Modern Defense*, in *Defence Innovations Journal*, https://openscience.ge/server/api/core/bitstreams/454c9018-d271-49ee-a955-f22320e4d8e2/content, retrieved on 22 February 2026.
19. Parisini, E. (2025). *Governing Artificial Intelligence in the Defence Sector: A Comparative Analysis of EU and US Institutions*. *Global Public Policy and Governance*, https://doi.org/10.1007/s43508-025-00115-x, retrieved on 2 February 2026.

20. Tanveer, M.U., Liaqat, B.B., Dominic, S. (2025). *AI-Driven Defense in Europe: Shaping the Future of Military Systems*, in *Journal of Development and Social Sciences*, https://ojs.jdss.org.pk/journal/article/view/1438, retrieved on 22 January 2026.
21. Vasilescu, C. (2025). *Digital Transformation of Military Organisations*. *Obrana a Strategie*, https://www.ceeol.com/search/article-detail?id=1389772, retrieved on 22 January 2026.
22. Voloshchuk, V., Banakh, S. (2025). *Artificial Intelligence in Military Strategy: New Approaches to Command Management*, in *Actual Problems of Economics and Law*, https://appj.wunu.edu.ua/index.php/appj/article/view/2050, retrieved on 22 January 2026.
23. Willis, S.R., Jefferson, K.W. (2025). *The New Power Model and United States National Defence Agility*, in *Security and Defence Quarterly*, https://securityanddefence.pl/The-new-power-model-and-United-States-national-defence-agility,202643,0,2.html, retrieved on 2 February 2026.