Therefore, leaders are no longer experts on every aspect of the operation but rather are facilitators and coordinators between several organizations. Relationships: since military operations are often based on joint operations, leadership has changed from hierarchical authority to shared leadership (Halpin, 2011). In a joint operation often leaders must influence members of an organization that are not under their authority. Therefore, they have to build relationships and foster mutual trust and purpose. Although some may think that these challenges are encountered only by senior leaders, the reality is that junior leaders must also work with local leaders, government and non-government agencies. Cultural Changes: the military is a very structured organization. As with any organization, it needs to change and adapt to new capabilities, challenges, and opportunities. However, changing an organization is not an easy task. Once a process is implemented, and people feel comfortable with their responsibility and level of authority, they may be reluctant to change.