

## CHIEFS OF TRANSFORMATION CONFERENCE: CSEL PROGRAM

“Expanding the Alliance Open Innovation Network”

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**Scope:** NATO Nations’ CHOD/Armed Forces level Command Senior Enlisted Leaders/ Command Sergeant Majors (NATO CSELs/CSMs) attendance at COTC 2019 was a new initiation and a disruptive way to deliver ACT’s message and achieve sweeping changes to the perception of the challenges of the Alliance.

The CSEL program discussed and gained understanding of the future warfighting environment to identify possible solutions that can develop the future warfighters of the 20-year horizon Warfighting Perspective (20yhWP). This creative thinking of the NATO CSELs/CSMs group, resulted in a common perception on the threats and propose solutions, answering the most asked question within NATO’s NCO community: *What NATO expects form the NCOs?*

**Aim:** Aim to adapt approach to NCO/JO development to meet future complex security challenges

### CSEL Program Discussion Points:

#### Trends and Threats

- Adversaries will contest the rules and norms that define international order.
- Persistent disorder will result from state failure to provide governance.
- Declining demographics will endanger human resource availability.
- Climate change will increase and disrupt operations.
- Disruptive technologies will require force adaptation and preparation.
- Hybrid threats that use an array of measures including cyber and disinformation.

#### NCO Attributes

- A reactive, thinking and value added team member
- A constant learner, of how, not what, to think
- Creative and innovative through self-development
- Competency rather than task based objectives

### CSEL Program Outcomes:

#### Process and Tools

- Inform the PD model throughout Bi-SC directive review to empower NETFs and PETCs throughout ACT Global Programming -075-002, -075-003, -075-007, -075-015 (Guidelines)
- Review NATO Job Descriptions, informed by change to Allied Force Standards and NDPP through SPRC,
- Adapt LL collection system to share training/education knowledge so as to baseline best practices.

#### Decision Making

- Use a Networked approach in communication to allow the transfer of mass information quickly (Tact, Op, Strat, LL)
- Invest in tactical leaders education/ training at the small group level.
- Empower NCOs in the decision space to be a force multiplier in all domains.

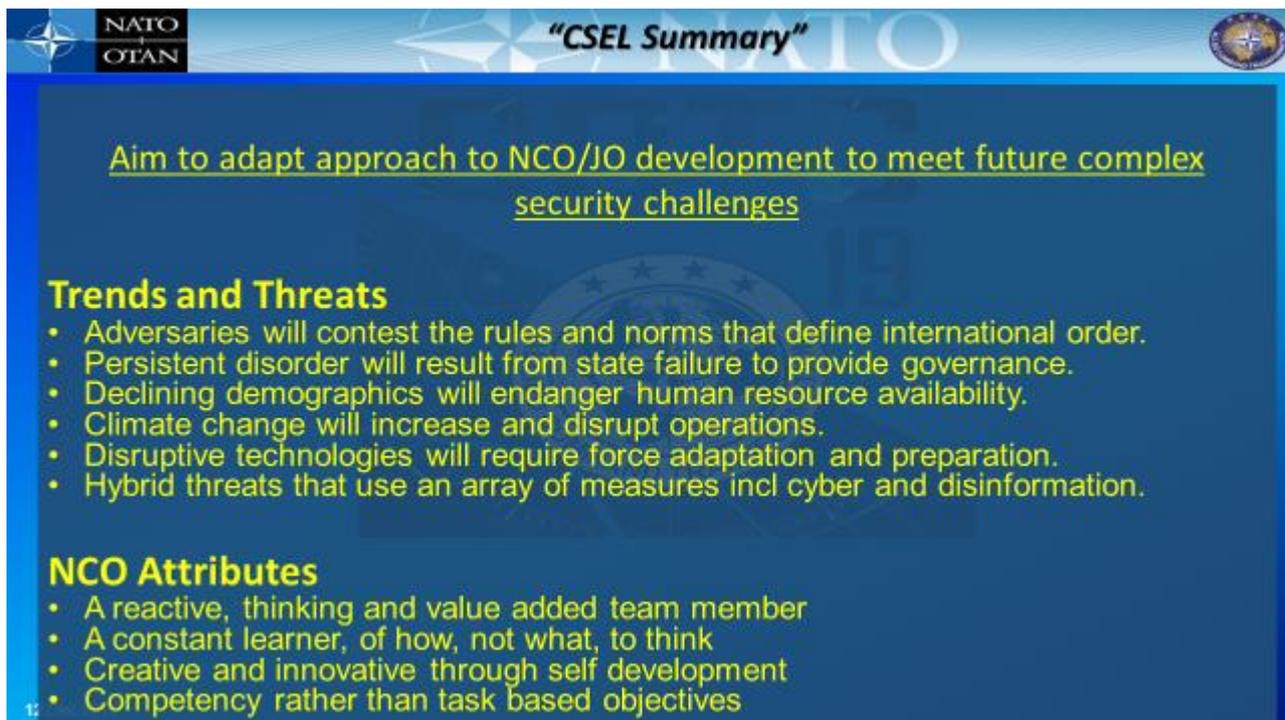
## Development

- Development of social aptitudes to cope with complex problems
- Validate tech skill and university tailored tech education requirements
- Identify and define developmental periods mapped against competencies
- Talent spotting, talent management, career management, succession plans
- Continuous, adaptive education with performance measurements

## Challenges

- Strategic communications to society and parents
- Diversity/ inclusion in demographics
- Talent management/ use of experience
- Resilience to the new technology
- Shared knowledge of facts versus social media avenues
- NATO recruiting messaging for nations

## CSEL Program Closing Plenary Slides:



**"CSEL Summary"**

Aim to adapt approach to NCO/JO development to meet future complex security challenges

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