Agenda

- Overview
- Syndicate Presentations
- Exit Survey
- Closing Comments
- Close-out Administrative Instructions
Setting the Frame

• **TASK:** To answer the question, based on the possible instability situations in the future security environment of 2035 and beyond, what is a framework that will enable the success of NATO military forces at the core tasks?

• **OUTCOME:** Refinement and revision of the ideas in the draft Chapter 2 of the FFAO

• **PROCESS:** Pre-conference survey to establish baseline perceptions (quantitative) and a focus group table-top discussion (qualitative) of the instability situations by the subject matter experts, with a red team component

• **RATIONALE:** Through full participation and sharing responsibility, the groups develop mutual understanding, and inclusive solutions for NATO forces in 2035 and beyond

• **TIME:** Three Days
Workshop Google+ Group

Site: goo.gl/d9sHje

- Information and updates
- Slides and read-ahead material
- Videos
- Discussion forum
- Platform to address your questions and issues

You can access website from your computer or through the Google+ app on your smart device
CENTRAL IDEA: To keep the operational edge today and in the future, NATO joint forces and partners continually adapt their ability to act together comprehensively across all domains to communicate and achieve the objectives of the Alliance.

CHARACTERISTICS

- Credible
- Federated, Networked? (Define)
- Aware
- Resilient
- Interoperable
- Agile (Define, Adaptable?)

TENETS

- Analyze and understand the human aspects
- Always drive the narrative
- Use decentralized execution
- Remain goal oriented/ Fight to win
- Improvise, adapt, overcome (threats)
- Integrate capabilities with traditional and non-traditional partners
- Understand and deal with complexity
- Find and exploit opportunities
- Comply with legal standards and core values
- Ensure coherence between actions and communication
- Use right capability and capacity at the right time and right place
- Maintain the technological edge

ENABLING ELEMENTS

- Strong political will, forward-looking policies, proper authorisations
- Efficient and effective defence investment
- Strong ties new concepts, innovative industry, and new technology (Modelling & Simulation)
- National resilience (different levels)
- Lessons observed, identified and learned
- Adaptable Standards (open, NATO)
- Human Capital Research & Development, Empowerment
- Holistic partnership strategy
- Realistic and sufficient training and exercises to prepare for the expected and unexpected
- Responsive and tailored logistics structures (including ties to civilian contractors)
- Coherent and timely capability development (op. research)
- Orchestrated Command and Control
Group 6

CENTRAL IDEA: To keep the operational edge today and in the future, NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive way to achieve the political goals of the Alliance.

Characteristics
- Credible
- Ready
- Federated
- Resilient
- Interoperable
- Aware
- Agile

TENETS
- People matter
- Always shape the narrative
- Use mission command
- Fight to win
- Improvise, adapt, overcome
- Work together in an open world
- Be comfortable with complexity
- Find opportunities
- Maintain the moral high ground
- Match what we say with what we do

ENABLING / SUPPORTING?

ELEMENTS
- Strong Political Will / Authorities
- Defence / Security Investment
- Innovative Industry Innovation
- National Resilience
- Lessons Learned
- Standards
- Human Capital Development
- Leadership Development
- Holistic Partnership Strategy
- Collective Training and Exercises
- Logistics
- Capability Development
- Command and Control

POLITICAL – MILITARY GUIDANCE

CENTRE OF GRAVITY: Cohesion

Forces NEED TO BE...

Forces SUPPORTED BY...
Group 5 Characteristics

– Agile - Flexible, adaptable, responsive, versatility, innovative, opportunistic, initiative/proactive, effective, rapid.

– Federated – “Cooperative” - partners, extend alliance, cooperation, connected.

– Resilient – Ability to retain credible forces that conduct successful operations in spite of surprise and strategic shock. (survivability, sustainability, self-sufficient)

– Aware – Comprehensive and accurate understanding of the environment and COAs along with likely risks and threats to enable accurate and timely decision making. (content and context, anticipation, analysis, sharing)

– Credible – Readiness, capacity, capability, lethality, well led, relevant, accountable, effective, persistent, trustworthy, coherent, legitimate.

– Interoperable – guaranteed/assured ability to interact.*
The design of the slide is not good, can be misinterpreted.

CENTRAL IDEA: To keep the operational edge today and in the future
NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive way to achieve the political goals of the Alliance.

CENTRE OF GRAVITY: Cohesion

CHARACTERISTICS
✓ Credible
✓ Ready
✓ Federated
✓ Aware
✓ Resilient
✓ Interoperable
✓ Agile
✓ Sustainable

TENETS new name
Needs to be reworded and the tenets need to point to the future. What is new or changed?
- People matter
- Always shape the narrative
- Use mission command
- Fight to win
- Improvise, adapt, overcome
- Work together in an open world
- Be comfortable with complexity
- Find opportunities
- Maintain the moral high ground
- Match what we say with what we do

ENABLING SUPPORTING ELEMENTS
- Strong Political Will / Authorities*
- Defence and Security Investment
- Innovative Industry Innovation
- National Resilience
- Lessons Learned
- Standards
- Human Capital Development
- Leadership Development
- Holistic Partnership Strategy
- Collective Training and Exercises
- Logistics Structures
- Capability Development
- Command and Control*

* Are on a different level than the other elements
Group 4 - Federated

- Existing working draft:
  - *Formed together using a centralized approach, within which each state or organization keeps some internal autonomy*
  - *The antitheses of ‘Federated’ is ‘stove-piped’…*
    - RADM P. Gumataotao

- Proposal:
  - *Efforts to enhance strategic awareness to leverage and explore options via dialogue, linkages, synchronization, de-confliction and collaboration with a broad cross-section of stakeholders (both internal and external, without ceding autonomy) to promote a unity of effort and efficiency to achieve a well defined end-state*
Comments Group 4 Chapter-2

CENTRE OF GRAVITY: Cohesion

CHARACTERISTICS
✓ Credible
✓ Federated
✓ Aware
✓ Resilient
✓ Interoperable
✓ Agile

TENETS
- People matter?
- Always shape the narrative
- Use mission command
- Fight to win Strive/act to win
  - (well defined end-state)
- Improvise, adapt, overcome
- Work together in an open world
  - Promote unity of effort
- Be comfortable with complexity
- Find opportunities
- Maintain the moral high ground
- Match what we say with what we do
- Innovation

ENABLING ELEMENTS
- Strong Political Will / Authorities**
- Defence Investment
- Innovative Industry
- National Resilience
- Lessons Learned
- Standards
- Human Capital Development
- Holistic Partnership Strategy
- Training and Exercises
- Logistics Structures
- Capability Development
- Command and Control
Group 8 Findings

**POLITICAL – MILITARY GUIDANCE**

**CENTRE OF GRAVITY:** Cohesion

**CENTRAL IDEA:** To keep the operational edge **today** and in the **future**
NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive way to achieve the political goals of the Alliance

**CHARACTERISTICS**
- Credible
- Federated
- Aware
- Resilient
- Interoperable
- Agile
- Adaptive (incl. Technological)

**TENETS**
- Develop a Common Situational Approach
- Align the ends, ways, and means with policy and resources
- Exploit and synchronize efforts across all domains

**ENABLING ELEMENTS**
- Strong Political Will / Authorities
- Defense Investment
- Innovative Industry
- National Resilience
- Lessons Learned
- Standards
- Human Capital Development
- Holistic Partnership Strategy
- Training and Exercises
- Logistics Structures
- Capability Development
- Command and Control

Kept all, at least in part

Move to Chapter 3 as supporting information describing the Characteristics
Group 8 Findings

**CHARACTERISTICS**
- Credible
- Federated
- Aware
- Resilient
- Interoperable
- Agile
  + Adaptive (incl. Technological)

**TENETS**
- Develop a Common Situational Approach
- Align the ends, ways, and means with policy and resources
- Exploit and synchronize efforts across all domains

**ENABLING ELEMENTS**
- Strong Political Leadership (Will, Decision Making, Guidance)
- Public Support (StratCom)
- Defense Investment
- Innovative Industry
- Defense Innovation
- National Resilience / Civil Preparedness (Logistics Infrastructure)
- Standardization
- Education (Human Capital Development), and Training and Exercises
- Holistic Federated Approach (Partnership Strategy)
- Capability Development including Lessons Learned
- Effective Command and Control

Move to Chapter 3 as supporting information describing the Characteristics.
Group 8 Findings

**CHARACTERISTICS**
- Credible
- Federated
- Aware
- Resilient
- Interoperable
- Agile
- Adaptive (incl. Technological)

**ENABLING ELEMENTS**

**POLITICAL**
- Strong Political Leadership (Will, Decision Making, Guidance)
- Public Support (StratCom)
- Defense Investment
- Innovative Industry
- National Resilience / Civil Preparedness (Logistics Infrastructure)
- Holistic Federated Approach (Partnership Strategy)

**MILITARY**
- Defense Innovation
- Education (Human Capital Development), and Training and Exercises
- Capability Development including Lessons Learned
- Effective Command and Control
- Standardization ***This requires a Political decision, and Military implementation.

Enabling elements were further organized by the Influencing Agency
GROUP 2- Draft Chapter-2 – Strategic Military Perspectives

- PEOPLE MATTER
- ALWAYS SHAPE THE NARRATIVE
- USE MISSION COMMAND
- FIGHT TO WIN
- IMPROVISE, ADAPT, OVERCOME
- WORK TOGETHER IN AN OPEN WORLD
- BE COMFORTABLE WITH COMPLEXITY
- FIND OPPORTUNITIES
- MAINTAIN THE MORAL HIGH GROUND
- MATCH WHAT WE SAY WITH WHAT WE DO

- STRONG POLITICAL WILL / AUTHORITIES
- DEFENCE INVESTMENT
- INNOVATIVE INDUSTRY
- NATIONAL RESILIENCE
- LESSONS LEARNED
- STANDARDS
- HUMAN CAPITAL DEVELOPMENT
- HOLISTIC PARTNERSHIP STRATEGY
- TRAINING AND EXERCISES
- LOGISTICS STRUCTURES
- CAPABILITY DEVELOPMENT
- COMMAND AND CONTROL

CENTRAL IDEA: To keep the operational edge today and in the future

NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive approach to achieve the political goals of the Alliance.
CENTRAL IDEA: To keep the operational edge today and in the future
NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive approach to achieve the political goals of the Alliance.

CHARACTERISTICS
- Credible
- Resilient
- Federated
- Interoperable
- Aware
- Agile

TENETS
- People matter
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- Match what we say with what we do

ENABLING ELEMENTS
- Strong Political Will / Authorities
  - Defence Investment
  - Innovative Industry
- National Resilience
  - Lessons Learned
    - Standards
- Human Capital Development
- Holistic Partnership Strategy
  - Training and Exercises
  - Logistics Structures
- Capability Development
- Command and Control
GROUP 2- Draft Chapter-2 – Strategic Military Perspectives

CONCLUSIONS

- Maintain the SMP mentioned in FFAO 2015 (Operational agility, security networking, shared resilience, strategic awareness and strategic communications). Enhance their contained modifying the wording if necessary but don’t remove them.

- Establish a logical flow from central idea to the rest of the chapter.

- FEDERATED, if used, need to be better detailed. We could take it to higher level (NATO must be federated but not the Forces)

- Consider taking into account the “ethical questions” posed in chapter 1 and go further inside the document.
Group 1 – Strategic Military Perspectives

Forces NEED
TO BE...

CHARACTERISTICS
✓ Credible
✓ Federated
✓ Aware
✓ Resilient
✓ Interoperable
✓ Agile
✓ + Multipurpose by Design
✓ + Supportive
✓ + Visible

Forces NEED TO DO...

TENETS
• People matter
• Always shape the narrative
• Use mission command
• Fight to win
• Improvise, adapt, overcome
• Work together in an open world
• Be comfortable with complexity
• Find opportunities
• Maintain the moral high ground
• Match what we say with what we do
• Improve constantly (lessons learned)
• Develop Human Capital
• Joint/Combined Training and Exercises
• Know your Enemy

Forces SUPPORTED BY...

ENABLING ELEMENTS
• Strong and Timely Political Will / Authorities
• Defence Investment
• Innovative Industry
• National Resilience
• Lessons Learned
• Standards
• Human Capital Development
• Holistic Partnership Strategy
• Training and Exercises
• Logistics Structures
• Capability Development
• Command and Control
• Information Knowledge Management
• Faster Acquisition Process
CENTRAL IDEA: To keep the operational edge today and in the future
NATO forces from different countries and services continually adapt their ability to act together across all domains within a comprehensive way to achieve the political goals of the Alliance
Questions
Exit Poll
FFAO Stavanger Workshop

3 – 5 October 2017

- Location: Joint Warfare Centre; Stavanger, Norway
- Purpose: To address the question - In 2035 and beyond, what abilities will NATO forces require in the areas of prepare, project, engage, sustain, C3, protect, and inform in order to accomplish NATO core tasks in the following areas:
  - Land Domain
  - Maritime Domain
  - Air Domain
  - Cyber Domain
  - Space
  - Strategic Communications
  - Human Aspects
- Product: Revisions to Chapter 3 of the FFAO
Closing Comments

Colonel Tibor Szabo
Branch Head, Strategic Analysis Branch
Strategic Plans and Policy Division
**LTMT Roadmap**

- **SFA WORKPLAN**
  - **JUN – Approval of Methodology**
  - **MAY – SACT IPR on Draft SFA**
  - **NLT OCT 2017 - SFA 2017 Approved, Published**

- **FFAO WORKPLAN**
  - **JUN – Approval of Methodology**
  - **FEB – SACT IPR, Chapter 1 Status, Chapter 2 Guidance**
  - **JUN – SACT IPR, Chapter 2 Status, Chapter 3 Guidance**
  - **JAN – SACT IPR, Entire FFAO**
  - **JAN – MAR Bi-SC Staffing**
  - **MAR – FFAO 2018 Bi-SC approved**
  - **MAR-JUN – FFAO Roll-out**

**Timeline**
- **9-May-17 SPP**
- **ACT - Improving today, Shaping tomorrow, Bridging the two**

**Political Guidance Writing**
- **2018**
Close-Out Administrative Instructions

Lieutenant Colonel Rik Pleijsant
Strategic Analyst
Strategic Analysis Branch
Framework for Future Alliance Operations (FFAO) Workshop

Rome, Italy
28 – 30 March 2017