



NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER TRANSFORMATION

French Air Force General Paloméros

NATO Supreme Allied Commander Transformation

Presentation to the

NAC

V1_0

Brussels, 09 September 2015

Timing : 15'



NORTH ATLANTIC TREATY ORGANIZATION

SUPREME ALLIED COMMANDER TRANSFORMATION

Monsieur le Secrétaire Général, mesdames et messieurs les ambassadeurs,

Je voudrais tout d'abord vous remercier pour cette dernière occasion qui m'est donnée de m'adresser au Conseil. J'ai beaucoup apprécié les échanges directs et constructifs que nous avons pu avoir ici, à Norfolk lors de vos visites en petits groupes et dans nos rencontres bilatérales où le temps que vous m'avez accordé fut très précieux.

En effet je considère que la collaboration de tous les acteurs fait partie des valeurs essentielles de notre organisation. J'espère avoir fait tout mon possible pour favoriser un dialogue constructif avec vous, avec les nations, - raison d'être de notre Alliance-, avec nos partenaires, mais également au sein de l'organisation. La force de l'Alliance repose sur l'interaction permanente des autorités politiques et militaires, sur leur synergie, sur la qualité, la pertinence des travaux conduits en commun et sur la vision partagée d'une Alliance solidaire, armée pour assumer l'ensemble de ses missions au quotidien et anticiper, se préparer à faire face aux défis du futur.

C'est là l'objectif de la Transformation dont ACT est l'animateur, le fer de lance, une Transformation qui doit, pour être efficace, constituer un objectif commun, partagé, au sein de l'Organisation et par les nations. Ce fut pour moi un but constant.

Therefore this meeting is another opportunity **for me** to share with you my vision of Transformation and which current lines of effort will provide opportunities for my successor.



NORTH ATLANTIC TREATY ORGANIZATION

SUPREME ALLIED COMMANDER TRANSFORMATION

Three years ago, when I took over this position NATO was preparing to shift its posture from one of campaign to one of contingency. Some were already wondering about which direction NATO's Transformation was headed, and indeed, about the role of the Alliance, hastily overlooking the essential role this unique political and military organization has played in maintaining peace and stability in Europe over the last 66 years.

In seeking answers to this crucial question, I set out my vision of Transformation as a forward looking, organized, and proactive adaptation of NATO's posture, capabilities and structures.

And for the last three years, this vision has driven ACT's three main overarching goals: **maintain** NATO military relevance and credibility, **ensure** to the best degree NATO forces' interoperability and **guarantee** their highest level of readiness.

Subsequently I presented to the Council my main priorities **which we have now encapsulated in** what we call the *Transformation Design*, as presented in your read ahead package; a tool **that should ensure that our adaptation and transformation efforts are fully coherent, in full consistency;**

The best example today being the RAP, VJTF and assurance measures, which have been incorporated with no major difficulty in our overall transformation plan.

As I had already the opportunity to present you with our efforts in training and exercises or enhanced capability development, I would like, **today**, to focus on what I consider as perhaps the most important of our



recent developments, one which I believe will influence the future beyond Warsaw, the **Strategic Military Perspectives**.

Three years ago, I asked ACT to produce a coherent and comprehensive approach **to the longer-term aspects of NATO's military strategy** in order to better inform NATO's **Defence Planning Process** and capability development **as well as** to adapt our **operational readiness**. Therefore in a Bi SC approach, we developed a global Strategic Foresight Analysis and a subsequent Framework for Future Alliance Operations, and we just co-signed with SACEUR the detailed military implications of this strategic analysis.

I would like to share with you our key findings and their consequences as I see them:

- *First, the spectrum of conflicts between states, even close to our borders, may increase as more and more state and non-state-actors may feel unconstrained by International laws. On a Russian model they could synchronize their efforts, introduce increased ambiguity and take innovative courses of action which are highly disruptive.*

As a consequence, the Alliance must **gain sufficient networked solutions to** improve the strategic awareness and anticipation **required to** better detect and interpret precursory signs, in particular *vis-à-vis* hybrid strategy.

To support this shift and enhance NATO's agility against these ambiguous and persistent threats, **this will require proactive and**



SUPREME ALLIED COMMANDER TRANSFORMATION

sustained effort to enhance NATO's cohesion, unity of effort, adjusting our doctrine, education, training, and exercising through the whole chain of political and military decision making. To face the extensive use of social media and disinformation, proactive Communication must be integrated as a strategic tool by itself

This new strategic context demands **also** a renovated approach of the interaction between NATO and its partners, first and foremost but not exclusively the EU.

We should recognize the crucial role and improve the resilience of our Partners, who are taking part in our operations and are also today so essential to our collective security. We *have* to better support them, in a certain way to project NATO's security and ensure the highest level of interoperability with their forces.

Therefore I can assure you that my command is fully committed to the **Enhanced Opportunities for Partners** (EOP), Defence Capacity Building and Partnership Interoperability Initiatives.

- *Second, our potential adversaries, ever more versatile and innovative, may increase their ability to generate multiple and simultaneous crises, crucially stressing the Alliance's overall resilience.*

In this future operational environment, they will seek to impose higher human, material and financial costs. They will focus on our centre of gravity, making more evident the necessity of what I call a shared resilience through



selected redundancy and measures of protection for critical infrastructure, decision making centres, networks, population and other centres of gravity.

That should obviously include the omnipresent cyber dimension. The development of mega cities will present as well new military challenges which will imply the adaptation of our doctrines, capabilities, and training.

- *Last, the military and technological supremacy of the Alliance's forces, an assumption taken for granted for the last twenty years will be challenged.*

The operational areas in to which we deploy will become increasingly contested. Several states continue to field increasingly sophisticated 'anti-access, area denial' systems which combine integrated anti-aircraft defence systems and other ballistic, anti-ship and antisubmarine weapons.

These weapons are now able to threaten our main lines of communication, energy and logistic supply, even within the Alliance territory.

On the other end of the spectrum, non-states actors will have an easier access to disruptive technologies which could defeat our most advanced systems

The challenge is similar in the cyber domain on which our day to day life and our forces effectiveness and protection are today extremely dependent.

*

*As a consequence, **in my view**, there is no alternative, we must keep on adapting our military capabilities, reduce our shortfalls, maintain a high*



level of readiness and operational preparation through demanding training and exercises (such as Trident Juncture 15)

As part of this activity, I consider the new cycle of our NDPP as being crucial to take the full benefit of Wales financial pledges and to reinvest smartly for the future.

But it **may** not be enough, **actually**, I will say it will not be enough. We must be even more innovative, we must foster collaboration with science and technology, with industry, with think tanks and academia, we must capitalize on the great investment represented by NATO accredited Centres of Excellence, and finally we must use all multinational initiatives to offer new, optimized solutions.

In a nutshell, within our **Alliance**, we enjoy an outstanding **level** of operational experience, of expertise and creativity, and **for me** it's more essential than ever to take advantage of this great potential in connecting the brains, the will, the skills to face the security challenges of today and tomorrow.

I like to stress that Innovation is not only about technology, it is about mindset, people and leadership

At the heart of our Alliance's strength and achievements stand our men and women, and I would like to dedicate this final session to them.

They have been the source of my motivation, of my commitment for more than 42 years and the last 3 have not been an exception. We owe them the best **training**, the most suitable equipment and our permanent **focus**.



NORTH ATLANTIC TREATY ORGANIZATION

SUPREME ALLIED COMMANDER TRANSFORMATION

Education Training and Exercises represent one of our best achievements of the last 3 years through the success of CFI.

But we cannot relax this effort, we must carry on investing for our people, in our people!

En conclusion, je voudrais remercier le Conseil et lui rendre hommage pour la confiance et l'écoute dont il a fait preuve à mon égard au cours de ces trois dernières années.

Mes échanges transparents et de grande qualité avec le Conseil, chacun des ambassadeurs et leurs représentants militaires ont permis de faire avancer, de dynamiser la Transformation de l'Alliance, au bénéfice de chacune de nos Nations.

C'est au prix de cet effort constant d'adaptation que nous pourrions transmettre aux plus jeunes générations une Alliance crédible et solidaire qui a su garantir depuis plus de 66 ans la stabilité et la sécurité de la zone euro-atlantique.

Mes remerciements vont également vers vos Nations pour la très grande compétence et la qualité de tous les personnels que vous avez placés sous mes ordres pendant mon mandat de Commandeur Suprême. Notre premier SACEUR, le général Dwight D. Eisenhower avait usage de dire que *commander est l'art de faire accomplir une chose que vous voulez par quelqu'un qui souhaite le faire*. Ma tâche de commandeur fut facilitée par une forte motivation et un allant naturel des hommes et femmes de mon état-major. Ils ont fait honneur à vos forces armées respectives qui constituent



NORTH ATLANTIC TREATY ORGANIZATION

SUPREME ALLIED COMMANDER TRANSFORMATION

encore et toujours notre meilleur atout face aux **problématiques** d'un monde **incertain**.

Je suis très fier d'avoir pu apporter ma contribution à cette Alliance de Valeurs pour la paix et la sécurité. Le 30 Septembre, la transformation va poursuivre sa progression sous l'autorité d'un nouveau chef, le Général Denis Mercier, dont vous avez approuvé la nomination en mars dernier.

Mes derniers mots iront donc vers lui.

C'est un ami de longue date, un chef exceptionnel qui m'a succédé avec grand succès à la tête de l'armée de l'air française en 2012, un homme dont j'ai pu apprécier toutes les qualités à de nombreuses reprises au cours de ma carrière.

Je puis vous assurer que la transition et la succession sont bien assurées.

Il est déjà parfaitement prêt à relever avec enthousiasme les défis de cette Transformation et trouvera, à la tête de ce commandement, la même exaltation que j'ai éprouvé en travaillant avec vous pour atteindre les objectifs que vous m'aviez fixés.

Merci pour votre soutien à la Transformation de l'Alliance, merci pour votre soutien personnel.

Merci pour votre constante attention.