Trends	Implications	Key Takeaways
The Re-distribution of Geopolitical Power - Continued relative decline of the	 Challenges to the Rules Based Order 	Establishment of duplicate structures and disregard of international agreements and norms
	 Potential conflict in power transition 	Emerging power may challenge status quo by use of force
	 Alliance cohesion challenged (Euro-Atlantic relations) 	Alliance cohesion will be challenged due to increasingly diverging priorities
WestEmergence of multi-polar	Need for improved strategic communication including public diplomacy	Potential for further improve innovate strategic narrative
order	 Continued cooperation with other actors 	Need to cooperate due to decreasing capabilities

Trends	Implications	Key Takeaways
Challenges to Governance in nearby regions - Increased risk of failing states	 Spread of instability alongside and across NATO's borders 	Lack of effective governance will create power vacuums with spill-over effects
	 Spread of radicalization and extremism / terrorism 	Radicalization will continue in failed and failing states causing local and regional instability
	Migration caused by inter alia instability / conflict	Lack of effective governance and security in MENA and other regions in crisis will cause further migration
	Importance of comprehensive security approach including use of non-military tools	Military approach does not address all aspects/causes of instability

Trends	Implications	Key Takeaways
Increasing influence of Non state actors in domestic and international affairs	 Requirement for closer cooperation with Non State Actors 	 Need to differentiate between 'good guys' and 'bad guys' Need to take into account their sensitivities
	 Security is not limited by borders 	 Non-state actors have trans-national and trans- border influence
	• Existence of wide variety of non-state actors	 Need to clarify political, legal and ethical issues in dealing with different types of non-state actors

Trends	Implications	Key Takeaways
Power politics	 Increased potential of confrontation and conflict 	Increased importance of defence and deterrence
- Use or threatening with use of military, economic, diplomatic and other instruments to achieve political ends	 Synergy between hard and soft power and other instruments of power 	Need to include both in planning and operations
	• Increased nationalism	 Divergent perceptions of threats and risks could challenge cohesion within the Alliance
		Change in defence priorities
	 Increased requirement for defence spending 	Burden sharing remains an issue

Trends	Implications	Key Takeaways
Public discontent within the Western World	 Rise of populism and anti- establishment sentiment 	 Increased inward looking nationalism Anti -EU and -NATO sentiment
	Lack of trust in elites and governments	 Need to improve effectiveness of narrative Increase competition between sources of information

Trends	Implications	Key Takeaways
Interconnectedness	 Greater complexity and uncertainty 	How to deal with unintended consequences
	• Increased interdependency	 Involves both risks and opportunities
		Adversaries can leverage interdependency
	• Globalization of security	 Need to protect critical infrastructure and lines of supply
		 Organized crime, terrorist organizations require closer cooperation between security entities
	Potential counter trend of isolation	