



Framework for Future Alliance Operations (FFAO) Workshop - Out Brief



***Rome, Italy
28 – 30 March 2017***



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



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



Group 7

Enduring
Interests

Core
Values

POLITICAL – MILITARY GUIDANCE

Strategic
Knowledge

Political
Decisions

LoA

Strategic

Concept (Core Tasks)

Summit
Declarations

CENTRE OF GRAVITY: Will (Survival)

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

Forces NEED TO
BE...

Forces NEED
TO DO...

CHARACTERISTICS

- ✓ Credible
- ✓ Federated, Networked? (Define)
- ✓ Aware

- ✓ Resilient
- ✓ Interoperable
- ✓ Agile (Define, Adaptable?)

Forces
SUPPORTED BY...

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



Enduring
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Strategic
Concept

POLITICAL – MILITARY GUIDANCE

Summit
Declarations

Political
Decisions

CENTRE OF GRAVITY: Cohesion

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

NATO forces from different
across all domains with

their ability to act together
to achieve the goals of the Alliance

CHARACTERISTICS

- ✓ ~~Credible~~ Ready
- ✓ Federated
- ✓ Aware

- ✓ Resilient
- ✓ Interoperable
- ✓ Agile

Forces NEED
TO BE...

Forces
SUPPORTED BY...

Forces NEED
TO DO...

TENETS

- People matter
- Always shape the narrative
- Use mission command
- Fight to win
- Improvise, adapt, overcome
- Work together in a global world
- Be comfortable with complexity
- Find opportunities
- Maintain a high standard
- 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



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.



Draft Chapter-2 – Strategic Military Perspectives

Enduring
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Overall comment:
The design of the slide is not
good, can be misinterpreted.

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

Forces **NEED**
TO BE...

Forces **NEED**
TO DO...

- ✓ **Credible Ready**
- ✓ **Federated**
- ✓ **Aware**

- ✓ **Resilient**
- ✓ **Interoperable**
- ✓ **Agile**
- ✓ **Sustainable**

Forces **SUPPORTED BY...**

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 | ✓ Resilient |
| ✓ Federated | ✓ Interoperable |
| ✓ Aware | ✓ 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

Enduring
Interests

Core Values

Strategic
Concept

**POLITICAL – MILITARY
GUIDANCE**

Summit
Declarations

Political
Decisions

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**

Forces NEED
TO BE...

CHARACTERISTICS

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

Forces NEED
TO DO...

Forces
SUPPORTED BY...

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

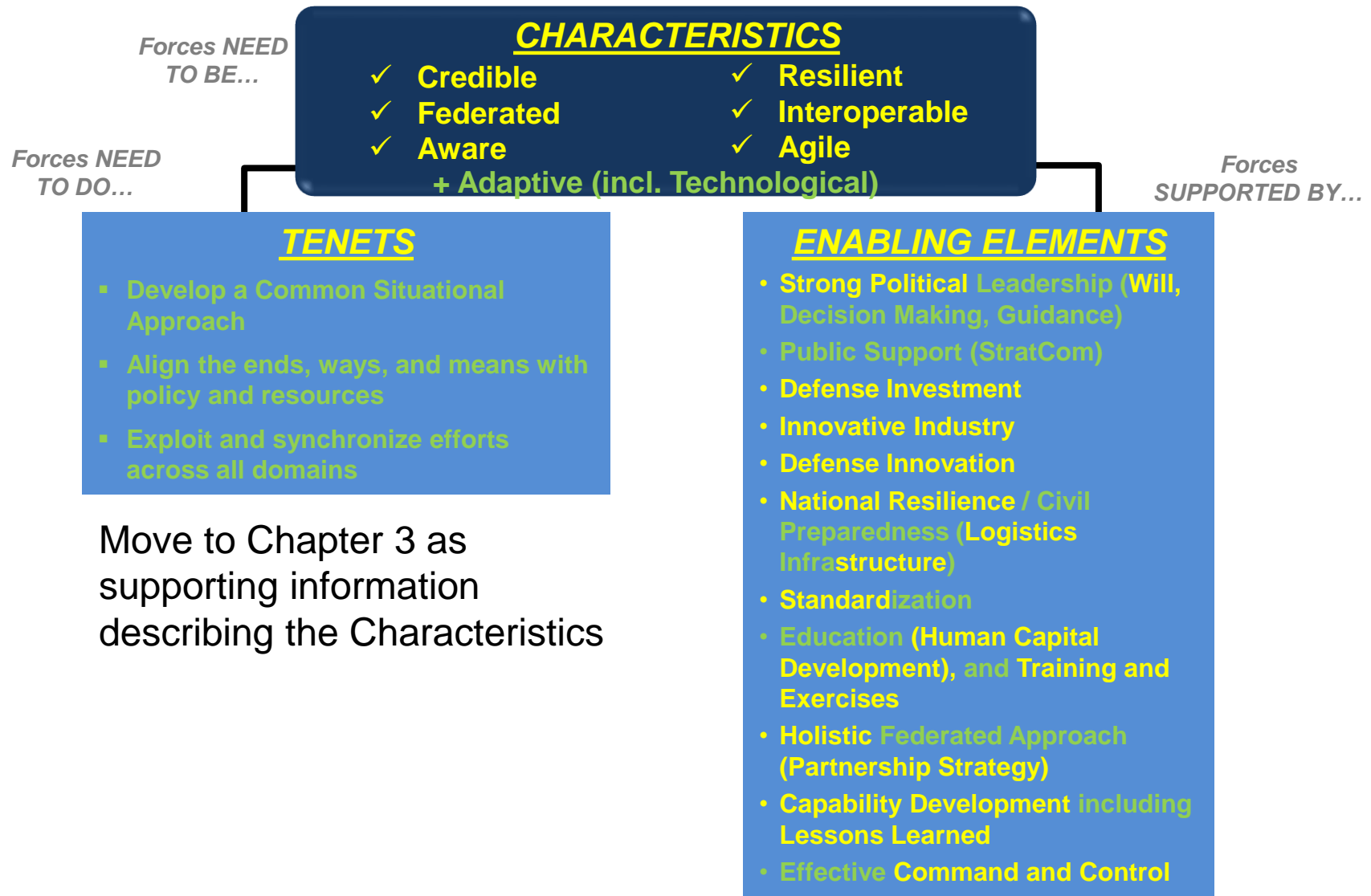
- Strong Political Will / Authorities
- Defense Investment
- Innovative Industry
- National Resilience
- Standards
- Human Capital Development
- Holistic Partnership Strategy
- Training and Exercises
- Logistics Structures
- Capability Development
- Command and Control

Kept all, at least in part

Move to Chapter 3 as
supporting information
describing the Characteristics



Group 8 Findings





Group 8 Findings



*Forces NEED
TO BE...*

CHARACTERISTICS

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

*Forces
SUPPORTED BY...*

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)

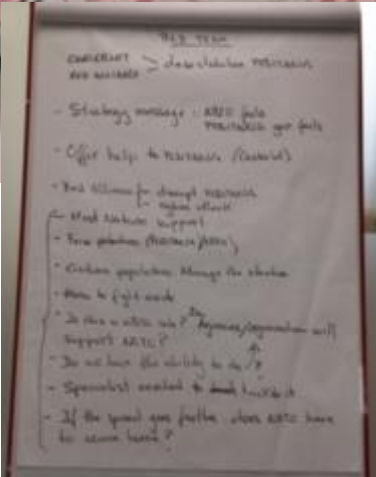
ENABLING ELEMENTS

MILITARY

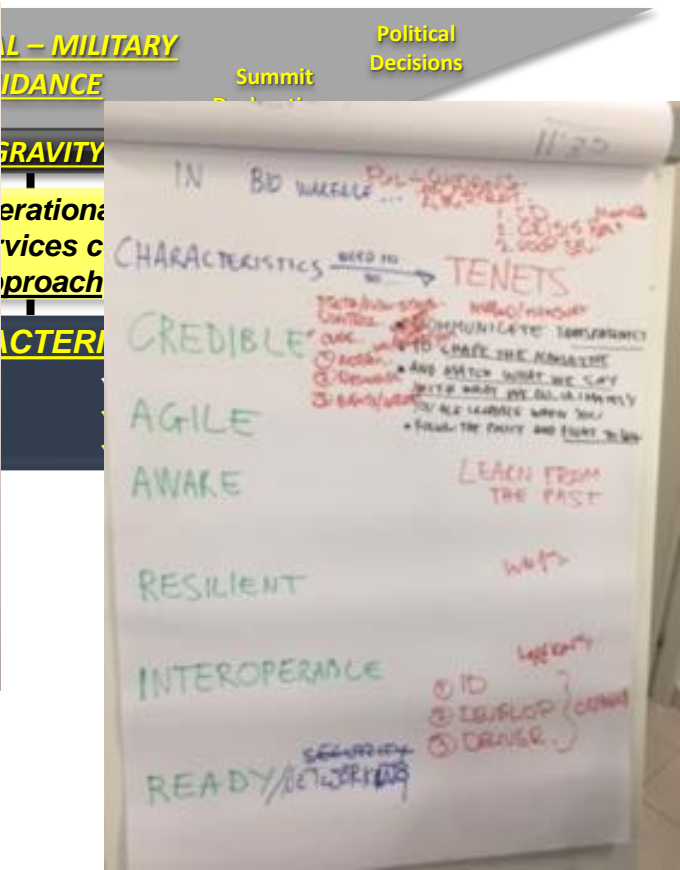
- Defense Innovation
- Education (Human Capital Development), and Training and Exercises
- Capability Development including Lessons Learned
- Effective Command and Control
- Standardization ***This requires a Political decision, and Military implementation.

Enabling elements were further organized by the Influencing Agency

GROUP 2- Draft Chapter-2 – Strategic Military Perspectives

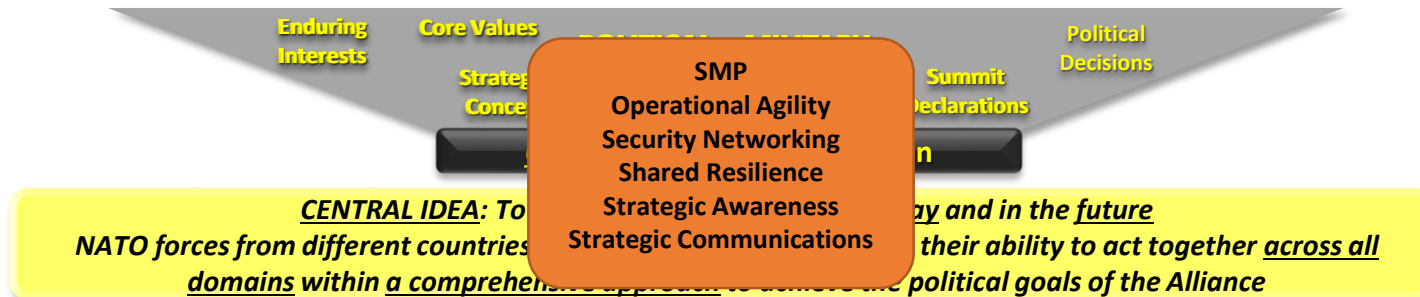


use, adapt, overcome
together in an open world
comfortable with complexity
opportunities
n the moral high ground
what we say with what we do



- Capability Development
- Command and Control

Draft Chapter-2 – Strategic Military Perspectives



CHARACTERISTICS

What do the Forces NEED TO BE?

Credible
Federated
Aware

- ✓ Resilient
- ✓ Interoperable
- ✓ Agile

TENETS

What do Forces NEED TO DO?

- 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 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

What are Forces SUPPORTED BY?
(What should Force be SUPPORTED BY?)



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 | ✓ Resilient | ✓ + Multipurpose by Design |
| ✓ Federated | ✓ Interoperable | ✓ + Supportive |
| ✓ Aware | ✓ Agile | ✓ + 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**

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**

Forces **SUPPORTED**
BY...



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Forces NEED
TO BE...

CHARACTERISTICS

- ✓ Credible
- ✓ Aware
- ✓ **Federate**

- ✓ Resilient
- ✓ Interoperable
- ✓ Agile

Forces SUPPORTED
BY...

TENETS

Forces NEED TO

- People matter
- Mission command focus on core task
- Adapt, improvise, overcome
- Always shape the narrative
- Match what we say with what we do
- Work together in an open world
- Common Management System Knowledge
- Optimize Existing Resources
- Identify Efficiencies
- Understand the Environment
- Enhance Operational Flexibility
- Expand Partnership Opportunities
- Prepare for the Future

ENABLING ELEMENTS

- Strong Political Will / Authorities
- Tools to plan and act in open interconnected world from the top to the bottom
- New standard
- Defense Investment
- National resilience
- Lessons learned
- Human capital development
- Train for
- Make the Will
- Tailored C2 & Management Structures
- Logistic Resources



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

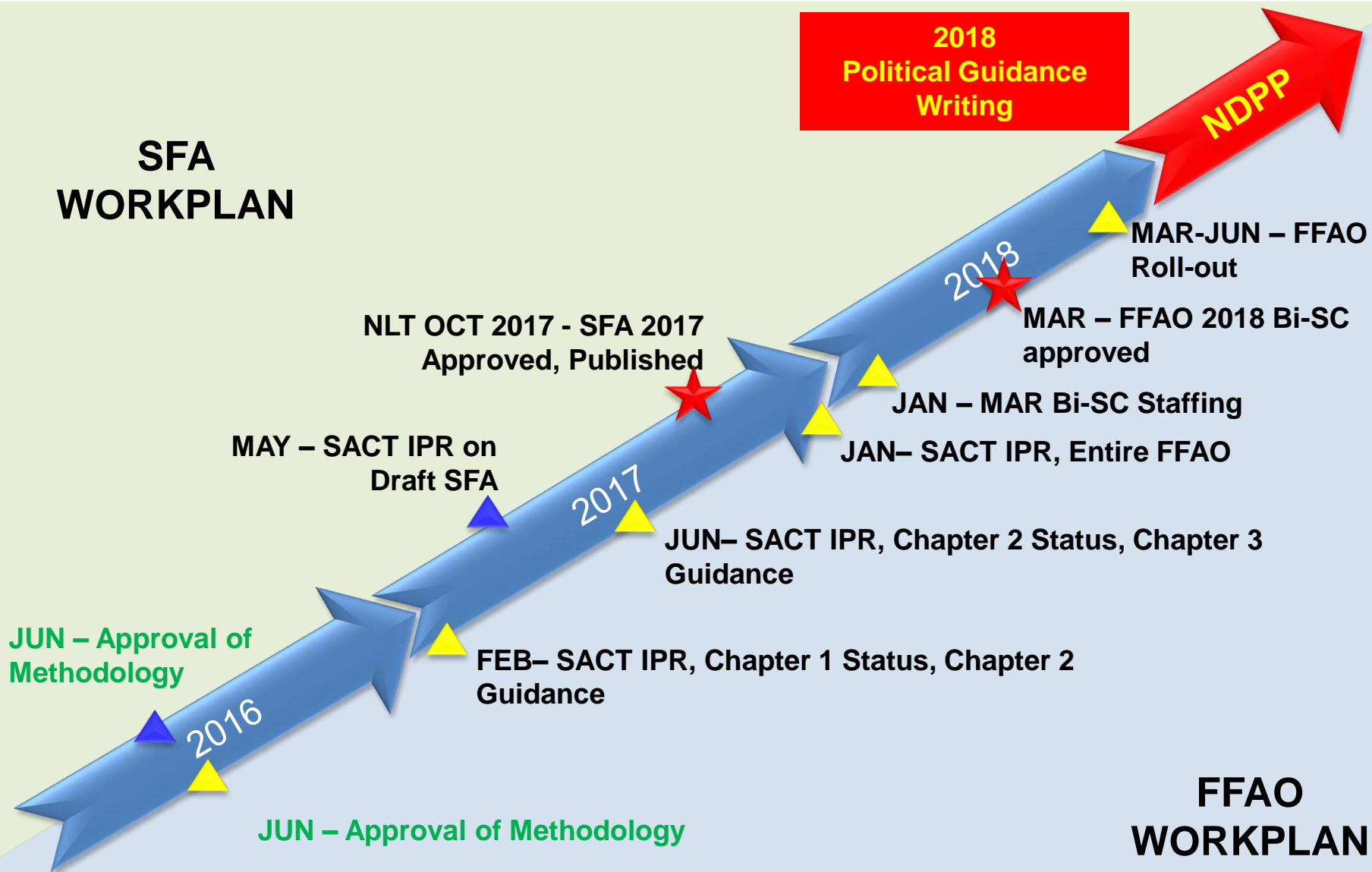
***Branch Head, Strategic Analysis Branch
Strategic Plans and Policy Division***



LTMT Roadmap



SFA WORKPLAN





Close-Out Administrative Instructions

Lieutenant Colonel Rik Pleijsant

Strategic Analyst

Strategic Analysis Branch



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28 – 30 March 2017***