

**Supreme
Allied
Commander
Transformation**



Military Implications Workshop

The Royal Military Academy, Brussels, Belgium
12-13 Nov 2014

Military Implications Workshop Overview

Aim:

**Develop Military Implications
for future Allied Operations**

Participants

ACT (including SEE, STRE and ACT reservists)	34
ACO	4
NATO HQ	10
13 COEs	19
21 Nations	43
Total	110

Member Nations	ALB, BEL, CAN, CZE, CRO, DEU, ESP, FRA, GBR, GRE, HUN, ITA, LTU, LUX, NLD, POL, POR, ROU, SVK, TUR, USA.
COEs	Crises Response and Disaster Relief, Combined Joint Operations from the Sea, CIMIC, Command & Control, Cyber, Defence Against Terrorism, Joint Air Power Competence, JCBRN, Military Engineering, Military Medicine, Military Police, Ops in Confined and Shallow Waters, Stability Policing.

Three FFAO Phases

	Phase 1	Phase 2	Phase 3
Main Actions	Trend Analysis	Core Tasks Analysis of Instability Situations	Domain Analysis of Strategic Military Perspectives
Supporting Activity	<ul style="list-style-type: none"> • Instability Situation Workshop (9-10 Apr 14) • Bi-SC Approval • MC Engagement 	<ul style="list-style-type: none"> • SMP Workshop (11-12 Jun 14) • National Review (4 -22 Aug) • Bi-SC Approval • MC Approval 	<ul style="list-style-type: none"> • MI Workshop (12-13 Nov 14) • Review Period • Bi-SC Approval • MC Engagement (Summer 2015)
Outcomes	Instability Situations	Strategic Military Perspectives	Military Implications
		Align with the development of Political Guidance	

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Workshop Method and Instability Situations

BRUSSELS FFAO MI PROGRAMME – BY IS AND SMPs IN DOMAIN SYNDICATES
WED 12 NOV

DTG	ACTIVITY										TIME
0900-0945	Registration & Coffee										45 min
0945-1030	Plenary In Brief										45 min
1030-1100											
1100-1130	Maritime Syndicate brief (K0030)		Land Syndicate brief (K1041)		Air/Space Syndicate brief (K0032)		Human Factor Syndicate brief (K1039)		Cyber Syndicate brief (K0028)		30 min
1130-1230											
1230-1245	STATE V STATE Maritime		STATE V STATE Land		STATE V STATE Air/Space		STATE V STATE Human Factor		STATE V STATE Cyber		15 min
1245-1415	Sub Sy 1 SMP 1-6 (K0030)	Sub Syn 2 SMP 6-1 (K0031)	Sub Syn 1 SMP 1-6 (K1041)	Sub Syn 2 SMP 6-1 (K1042)	Sub Syn 1 SMP 1-6 (K0032)	Sub Syn 2 SMP 6-1 (K0033)	Sub Syn 1 SMP 1-6 (K1039)	Sub Syn 2 SMP 6-1 (K1040)	Sub Syn 1 SMP 1-6 (K0028)	Sub Syn 2 SMP 6-1 (K1032 (1st floor))	1 hr 30 min
1415-1445											
1445-1500	URBAN MASS POPULATION Maritime		URBAN MASS POPULATION Land		URBAN MASS POPULATION Air/Space		URBAN MASS POPULATION Human Factor		URBAN MASS POPULATION Cyber		15 min
1500-1630	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	1 hr 30 min
1630-1730	Syndicate work										1 hr
1730-1800	Wash up on day one (Conference Room)										1 hr
1830-2000	Reception Atrium										

THUR 13 NOV

0830-0845	NON-STATE ACTORS Maritime		NON-STATE ACTORS Land		NON-STATE ACTORS Air/Space		NON-STATE ACTORS Human Factor		NON-STATE ACTORS Cyber		15 min
0845-1015	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	1 hr 30 min
1015-1045											
1045-1130	GLOBAL COMMONS Maritime		GLOBAL COMMONS Land		GLOBAL COMMONS Air/Space		GLOBAL COMMONS Human Factor		GLOBAL COMMONS Cyber		45 min
1130-1230											
1230- 1330	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	Sub Sy 1 SMP 1-6	Sub Syn 2 SMP 6-1	60 min
1330-1430	Syndicate work										1 hour
1430-1530	Plenary Out Brief – Key findings 10 mins per syndicate(Conference Room)										1 hour

URBAN MASS POPULATION (Megacity Turmoil, Large-scale Disaster, Disruptive Impact to Migration)

		Capability Hierarchy Framework						
		Prepare	Project	Engage	Sustain	Consult, Command and Control	Protect	Inform
Strategic Military Perspectives	Adaptive Shaping - Proactively influencing the future security environment to enhance Alliance freedom of action.							
	Military Operational Guidance - Establishing predetermined, military specific authorizations, boundaries and guidance that Alliance Forces may require to engage future challenges and exploit opportunities successfully.							
	Operational Agility - Providing decision makers more options by making military forces more flexible and responsive.							
	Security Networking - Enhancing Alliance capacity and options through an expanded network of partners.							
	Shared Resilience - Ensuring Alliance capacity and options through an expanded network of partners.							
	Strategic Awareness - Increasing decision-space for senior leaders by providing information on potential sources of instability sooner and in greater detail.							
<p>Military Implication Development: Please review the following spreadsheet. Consider the future using your area of expertise. Apply the Strategic Military Perspectives (SMPs) and the Capability Hierarchy Framework (CHF), to evaluate the future needs of the Alliance within the context of each Instability Situation. Enter your answer into the spreadsheet. Answers will be discussed at the upcoming Military Implication workshop in Brussels during November 2014.</p> <p>Military Implication (Definition): are military-specific deductions that may drive change in how the military prepares for and executes operations to accomplish NATO's core tasks and that inform long-term NATO defence planning, specifically NDPP Step 2. Military Implications identify how NATO can adapt the way it accomplishes its current mission types and may suggest new mission types. Military Implications are derived from Strategic Military Perspectives and informed by both Instability Situations and the Strategic Foresight Analysis trends.</p> <p>Military Implication Examples: 1) The military must seek to gain advantages associated with the use of mobile devices, but must also understand the vulnerabilities of such devices. The military should also be able to exploit adversaries use of mobile devices. 2) To counter ambiguity, we must improve multi-domain ISR capabilities that identify the weapon – be it kinetic or non-kinetic – and also the perpetrators and their support networks.</p>								

- What do we need to be able to do in the future? (ability)
- Not necessarily how we are going to do it(capability)
- Error on the side of specificity

Long-Term Military Transformation

Strategic Foresight Analysis

Trends

- 1) Shift of Global Power
- 2) Shifting Political Structures
- 3) Polycentric World
- 4) Changing Demographics
- 5) Urbanisation
- 6) Human Networks / Transparency
- 7) Fractured Identities
- 8) Technology Accelerates Change
- 9) Increased Access to Technology
- 10) Centrality of Computer Networks
- 11) Globalisation of Financial Resources
- 12) Increased Resource Scarcity
- 13) Decreasing Defence Expenditures
- 14) Environmental / Climate Change
- 15) Natural Disasters

34
**Defence &
Security
Implications**

Framework for Future Alliance Operations

Instability Situations

Strategic Military Perspectives

**Military
Implications**

**NATO
Defence
Planning**

Instability Situations

Access and Use of Global Commons Challenged	<ul style="list-style-type: none"> • State/non-state actors deny or disrupt use within air, sea, space, and cyber 	
Conflict in Euro-Atlantic Region	<ul style="list-style-type: none"> • People migrate to NATO, conduct/support insurgency against country of origin 	<ul style="list-style-type: none"> • NATO confronts state and non-state groups forming new alliances • Defence spending fails to provide an adequate deterrent
Disruptive Impact of Migration	<ul style="list-style-type: none"> • Mass human migration exceeds government ability to protect and provide services for resident populations 	
High-Impact Cyber Threat	<ul style="list-style-type: none"> • Dependence & reliance on computer networked systems increase NATO vulnerability 	
Large-Scale Disaster	<ul style="list-style-type: none"> • Natural or man-made disasters e.g. Earthquakes, Floods, Nuclear Plant meltdown 	
Megacity Turmoil	<ul style="list-style-type: none"> • Multiple actors with external support cause turmoil within megacities 	
Non-State Actors Rival State	<ul style="list-style-type: none"> • Non-state actors support minority groups within states to influence internal governance 	
Space Capability Disruption	<ul style="list-style-type: none"> • State or non-state actors compete to control space domain take and/or advantage of Alliance dependence on space 	
State to State Conflict	<ul style="list-style-type: none"> • Regional instability resulting from conflicts between states will have global consequences 	
WMD/E Use or Threat	<ul style="list-style-type: none"> • More actors have access to WMD/E leading to increased possibility of their use 	



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Strategic Military Perspectives and Military Implications

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**ACT – Leading NATO
Military Transformation**

Four Groups of Instability Situations within the 2030 Security Environment

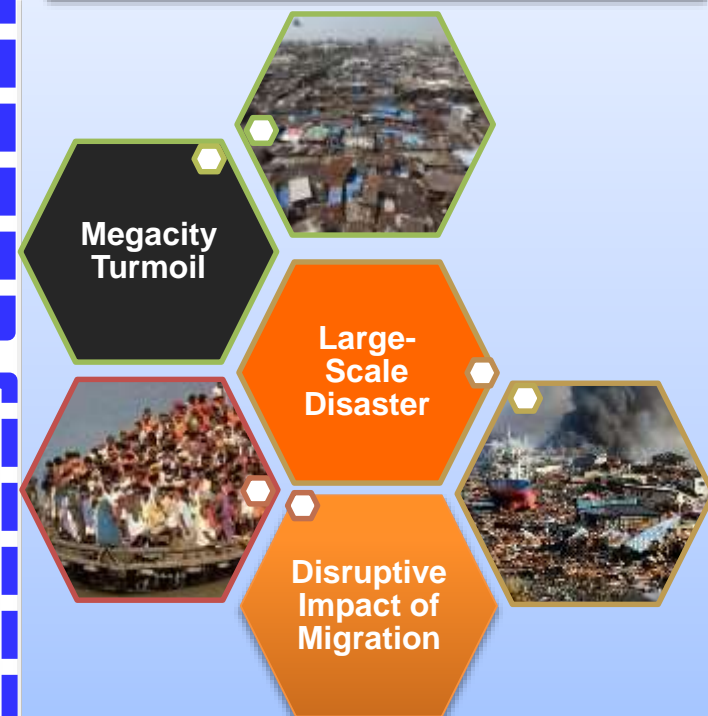
(3) Global Commons



(1) Interstate



(2) Urban/Mass Population



(4) Non-State Actors



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NATO in 2030: Proactive, Resilient, Agile

Influential Presence

Proactively influencing the Future Security Environment to enhance Alliance forces' freedom of action.

Operational Agility

Providing decision makers more options by making military forces more flexible and responsive.

Security Networking

Enhancing Alliance capacity and options through an expanded network of partners.

Shared Resilience

Ensuring the Alliance retains the ability to quickly recover from setbacks and conduct sustained operations in spite of surprise or strategic shock.

Strategic Awareness

Increasing decision-space for senior leaders by giving them information on potential sources of instability sooner and in greater detail.

Influential Presence

The ability to influence the security environment in order to set the conditions for Alliance success, thereby preserving the flexibility, agility, and freedom of action for friendly forces, while denying a favourable environment to potential adversaries.

**Expand network
Partners & Activities**

**Align and Synchronize
Strategic Communications**

**Instability
Situations**

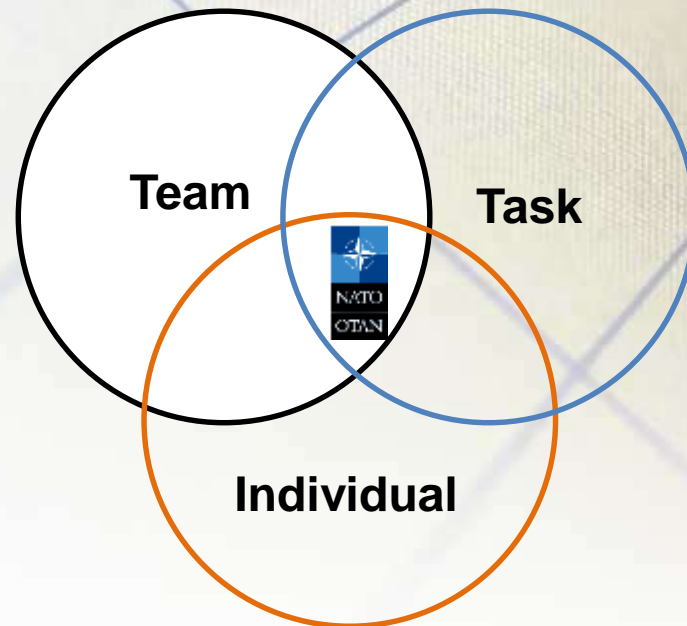


Operational Agility

The ability to respond effectively to dynamic, complex and uncertain operational challenges with appropriate, flexible, and timely actions.



Develop Creative Leaders



Organize and Operate Based on Task

Security Networking

NATO, concerned nations, and a range of partners to act in concert to engage future security threats in a holistic way.



Range of Capability Providers



Coordination & Cooperation



Expanded Partnerships

Shared Resilience

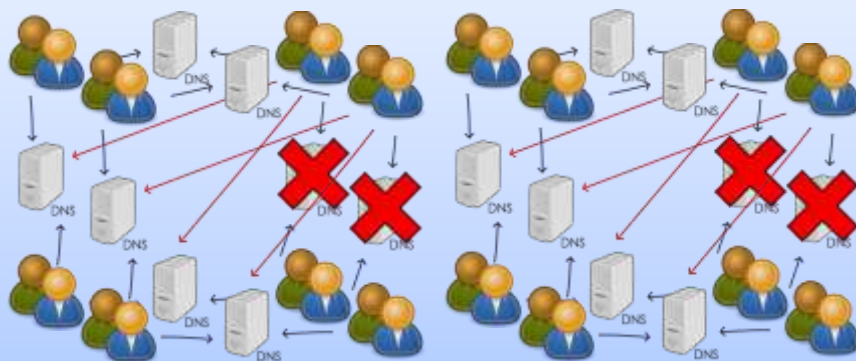
The characteristic of having sufficient capacity across the defence and security community to provide a shared ability to endure adversity over time and to recover quickly from strategic shocks or operational setbacks.



High / Low Technology Mix



Exercise / Train for Surprise



Build Redundancy

Strategic Awareness

Increases Alliance cohesion through a shared assessment of current and future strategic level challenges and opportunities, and to allow timely synchronization and alignment of military planning and organisation with political intent.



Decision Space



Alliance Cohesion




Shared Assessment



Anticipation of Crises



NATO Fusion Centre



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graph LR; A[Instability Situations] --> B[Strategic Military Perspectives]; B --> C[Military Implications];
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Instability Situations

Strategic Military Perspectives

Military Implications

Military Implications are military-specific deductions that may drive change in how the military prepares for and executes operations to accomplish NATO's core tasks and that inform long-term NATO defence planning, specifically NDPP Step 2.

Military Implications identify how NATO can adapt the way it accomplishes its current mission types and may suggest new mission types.

Military Implications are derived from Strategic Military Perspectives and informed by both Instability Situations and the Strategic Foresight Analysis trends.

Example Implications

- To counter smaller, hybrid threats and to build trust and interoperability, NATO needs multi-domain, standardized leader development and recognized certification across all training and education programs.
- To counter ambiguity, we must improve multi-domain ISR capabilities that identify the weapon – be it kinetic or non-kinetic – and also the perpetrators and their support networks.



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Workshop Admin

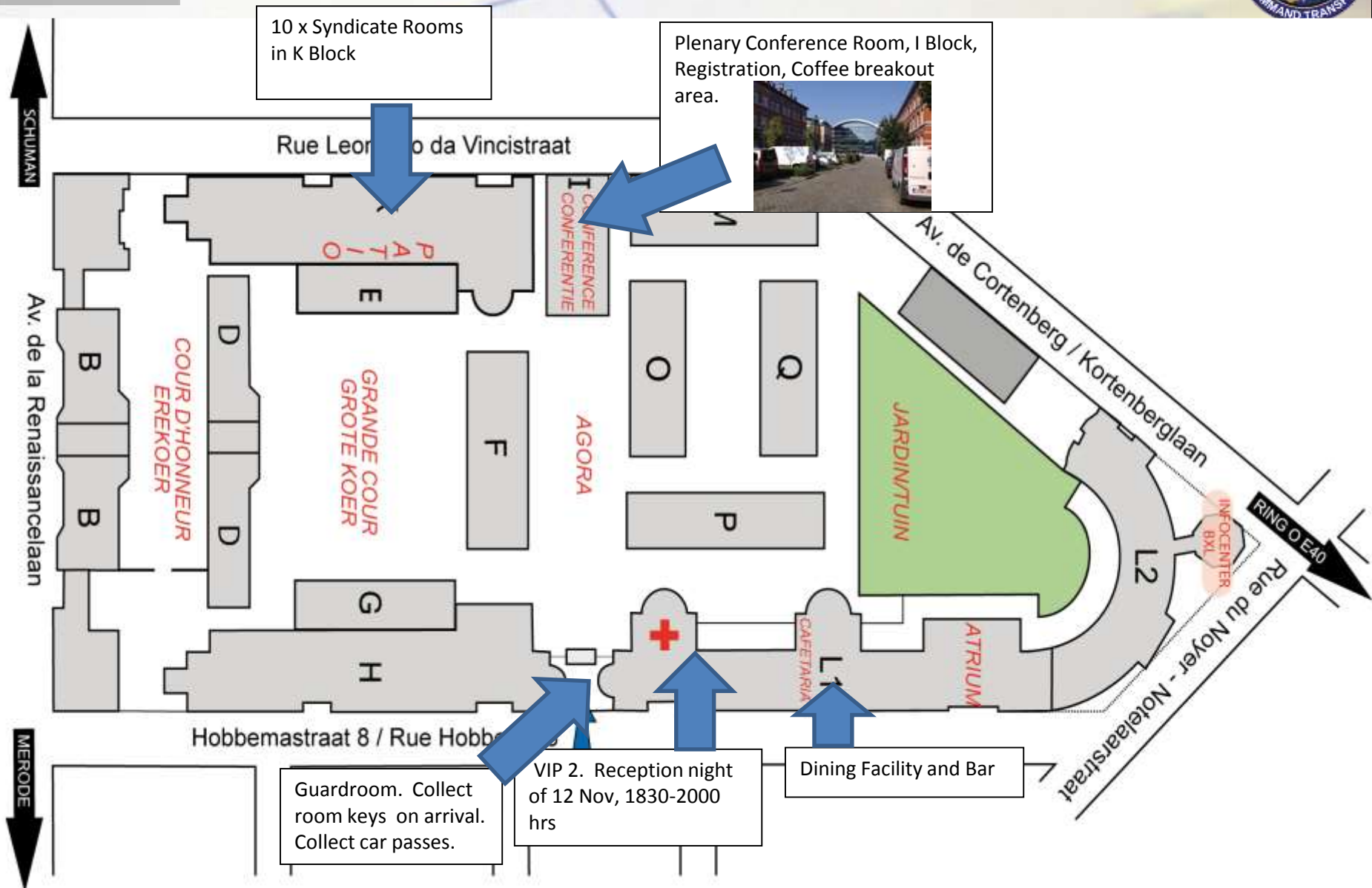
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Military Transformation**

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THUR 13 NOV

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10 x Syndicate Rooms
in K Block

Plenary Conference Room, I Block,
Registration, Coffee breakout
area.



Rue Leonardo da Vincistraat

Av. de Cortenberg / Kortenberglaan

RING O E40

INFOCENTER
BXL

Rue du Noyer - Notelaarsstraat

Hobbemastraat 8 / Rue Hobbema

Guardroom. Collect
room keys on arrival.
Collect car passes.

VIP 2. Reception night
of 12 Nov, 1830-2000
hrs

Dining Facility and Bar