



# ALLIED COMMAND TRANSFORMATION

NATO'S WARFARE  
DEVELOPMENT COMMAND



# SINCE 1949

NATO's mission has been to guarantee the freedom and security of its members through political and military means. Today, the Alliance faces non-linear escalation and pervasive, boundless and simultaneous competition. NATO's strategic contenders are already working to shape the operating environment to achieve their objectives and to prevent NATO and our Nations from meeting theirs. To ensure NATO's decisive advantage, Allied nations and militaries must take the right actions, constantly adapting our Military Instrument of Power. Allied Command Transformation, NATO's Warfare Development Command, leads the military adaptation of the Alliance.

Supreme Allied Commander Transformation,  
Gen. Philippe Lavigne



## COMMANDER'S VISION

In the face of constantly changing adversaries, Allied Command Transformation harnesses the Alliance's ability to understand better, decide faster and be stronger together through innovation and multi-domain warfare development.

## COMMANDER'S INTENT

Operating in the context of the NATO Warfighting Capstone Concept and the Warfare Development Agenda, Allied Command Transformation conducts experiments, writes and updates doctrine, and innovates new concepts to develop the Military Instrument of Power and deliver new, necessary tools to the war fighter. Outputs from Allied Command Transformation will help increase situational awareness at all levels, accelerate decision-making processes, and widen the scope of answers to problems.



# COMMANDER'S FOCUS

The Warfare Development Agenda, implementing the NATO Warfighting Capstone Concept, will be the critical milestone to achieve my vision. I will focus on two priorities:

Priority one, at the heart of the WDA and central to its success will be the establishment of secure, data centric, software-based capabilities and services, with the “digital backbone” as a core asset. That will allow us to make the data sharable and move it vertically through the different levels of decision making, and horizontally through the Land, Maritime, Air, Cyber and Space domains. We have to start delivering now, connecting legacy systems and future interoperable assets. This Digital Transformation will enable the Alliance to embrace multi-domain operations.

I will work tirelessly to ensure the delivery of new, critical capabilities at the right moment. The NATO Defence Planning Process will remain the cornerstone of the development of NATO's military instrument of power. But, the pace of new technologies forces us to evolve our acquisition processes to have more flexibility while keeping the same standards of security. As we successfully implement the new governance model for common funded capabilities, we need rapid pathways for software acquisition; we need new processes to leverage experimentation and to use new technologies to accelerate change. In short, we need to change the rules.

Innovation will be key to deliver on my two priorities. I see innovation not as an endstate, but an approach that must permeate the way we think about capability development. An innovative mindset will help us become more agile and robust as an alliance. ACT will apply innovation in all we do and will continue to provide innovative solutions to the warfighter through our Innovation Hub and in tight coordination with DIANA.”

This Command's mission is to lead and drive the continuous military adaptation and transformation of the Alliance to shape and contest the environment and to keep the edge over our adversaries and competitors, now and in the future.

NEED  
TO  
ADAPT

## STRATEGIC CONSIDERATIONS

Rapidly changing complex security environment  
Emerging near peer competitors  
New operational domains  
Technological advances (cyber, hybrid, AI...)  
Changes in policy and strategy

## OUR ADDED VALUE

We Scan, Investigate and Inform  
We Innovate and Challenge  
We Connect  
We Deliver Capability  
We Drive Standards  
We Educate and Train  
We Plan  
We Support Future and Current Operations

## OUR OUTPUTS

Defined future military context  
Optimum Interoperability  
Structure and priority in the development of the MLoP through DP and CapDev  
Apply innovation to all activities  
Leverage of the largest international network

## OUTCOMES

An Alliance that maintains an edge over adversaries  
An Alliance greater than the sum of its individual parts  
An Alliance that can fight together on *Day One*

INNOVATION IS THE DRIVER OF  
WARFARE DEVELOPMENT

WIN AS A TEAM!



# WE SCAN, INVESTIGATE AND INFORM

Allied Command Transformation analyses trends shaping our security environment; it considers new and emerging threats, and predicts challenges Nations not only see today, but may face in 20 years. By critically looking forward, we improve awareness and identify areas of needed growth and development within the Alliance, including Climate Change and China.

## WHAT DOES THIS MEAN IN PRACTICE?

Our signature work is the NATO Warfighting Capstone Concept, an ambitious “North Star” vision detailing how NATO Allies must develop their militaries to maintain advantage for the next twenty years, and the implementation of this vision, the Warfare Development Agenda, which looks to develop NATO into a capable fighting force ready to answer any threat 20 years from now.







# WE INNOVATE AND CHALLENGE

Our mind-set is one of innovation at Allied Command Transformation – innovation is not an end state, but an approach that permeates the way we think about capability development. Allied Command Transformation explores and implements new and/or different ideas, methods, or solutions that achieve value for the Alliance. We have a diverse military and civilian staff whom we empower to explore better, faster and more creative solutions to address the most difficult challenge facing the Alliance now, and 20 years from now. We also work with a diverse group of academic and industry institutions to ensure procedures, doctrine, and military technology are as advanced as possible.

## WHAT DOES THIS MEAN IN PRACTICE?

Allied Command Transformation plans and executes several Hackathons and Innovation Challenges each year, calling for new and exciting submissions from a vast military and civilian audience. We use new and emerging technologies to model and simulate complex issues, and the Alliance's potential response to such issues. We join NATO exercises and operations to conduct experiments in our multi-domain environment and lead military lessons learned on geopolitical events, including Russia's 2022 invasion of Ukraine.



# WE CONNECT

Allied Command Transformation harnesses the largest defence and security network in the world to tackle the challenges facing the Alliance. We draw ideas and knowledge from Allied and Partner nations, military, civilian, industry and academic personnel, NATO Centre's of Excellence, Partnership Training and Education Centres, the United Nations, the European Union, the Science and Technology Organization, the Conference of National Armaments Directors and a wide network of subject matter experts. By doing this, we ensure the maximum exchange of ideas in order to enhance our military capability.

## WHAT DOES THIS MEAN IN PRACTICE?

We host a series of annual events such as the NATO-Industry Forum, Allied Warfare Development Conference, Centres of Excellence Directors' Conference and steward the NATO Innovation Network to connect thousands of people world-wide who are driven to solve Alliance problems.







# WE DELIVER CAPABILITIES

Allied Command Transformation defines and manages new programmes to modernise NATO's capabilities, from Command and Control to logistics and enablers, providing the connective tissue that enables 31 nations to operate as a single force. Allied Command Transformation leads the execution of the Capability Management Function across the Alliance and is the Capability Requirement Authority - ensuring the challenges of the future are met by the right capabilities. By doing that, we improve the capability of the Alliance, enable our forces to fight most effectively and ensure unity of action.

## WHAT DOES THIS MEAN IN PRACTICE?

We think big but act small. And fast! We manage more than 30 Common Funded Capability programmes and maintain NATO's Capability Dashboard to ensure capability delivery at the right time. We seek to coordinate the digital transformation of the Alliance and the corresponding exploitation of data and transform the Alliance into a data-driven organisation.



# WE DRIVE STANDARDS

Allied Command Transformation contributes to the definition of standards in many areas such as individual training, the connectivity of our equipment and security protocols. Allied Command Transformation is the driving force facilitating the Federated Mission Networking initiative, the incremental definition of a set of standards to be adopted to ensure interoperability from "Day Zero" for future operations. By doing that we promote the Alliance's unity of action and interoperability.

## WHAT DOES THIS MEAN IN PRACTICE?

We establish Federated Mission Networking spirals, we explore ideas at TIDE Sprint and experiment at the Coalition Warrior Interoperability Exercise. We develop the roadmap for Multi-Domain Operations, a robust, forward looking Wargaming and Experimentation program, and we establish NATO standards for military operations in the Space and Cyber domains.







# WE EDUCATE AND TRAIN

Allied Command Transformation educates and trains thousands of Army, Navy, Air Force and civilian men and women each year. We deliver Article 5-level joint exercises, small-scale exercises and pre-deployment training. By doing this, we ensure interoperability of Allied forces across all domains.

## WHAT DOES THIS MEAN IN PRACTICE?

We increase experimentation in Exercises, particularly in Dynamic Messenger, Steadfast Jupiter, Vigorous Warrior and Loyal Leda, we deliver wargaming support to ACO and we deliver education programmes that enhance individual knowledge and skills to perform specific tasks and duties while developing competencies to confront any challenge.



# WE PLAN

Allied Command Transformation brings efficiency and coherence to the development of NATO forces as well as medium and long-term planning. We lead large parts of the NATO Defence Planning Process and lead the implementation and constant updating of the NATO Warfighting Capstone Concept. We turn political guidance into capability commitments by all NATO Member Nations and pave a path for coherent warfare development.

## WHAT DOES THIS MEAN IN PRACTICE?

We conduct extensive dialogue with Nations, NATO HQ and Allied Command Operations to bring coherence to the development of Allied capabilities and needs such as producing detailed proposals for our Layered Resilience and Cognitive Warfare concepts. We then synthesize the requirements and present options to nations.







# WE SUPPORT CURRENT AND FUTURE OPERATIONS

Allied Command Transformation analyses current and emerging security trends and technologies to help shape the landscape of future NATO Operations. By doing this, we ensure maximum output is generated and the NATO Military Instrument of Power is more than ready to take on any adversary for years to come.

## WHAT DOES THIS MEAN IN PRACTICE?

We work closely with Allied Command Operations to identify priority areas for development based on lessons learned as well as operator input. We then apply these ideas to our larger warfare development capabilities, developing tools for men and women on the front lines, and tools for commanders at the highest levels of leadership. We position everyone to understand threats better, make faster, better-informed decisions, and work stronger as a team.



# OUR ALLIED COMMAND TRANSFORMATION



The Headquarters of the Supreme Allied Commander Transformation, HQ SACT, is in Norfolk, Virginia, where we are able to take geographic advantage of the opportunities afforded by the United States and act as a physical symbol of the transatlantic security bond. HQ SACT has a diverse workforce of men and women from Allied and Partner Nations; naval, air force, army and civilian. Allied Command Transformation is responsible for connecting the 28 NATO-accredited Centres of Excellence and dozens of Partner Training and Education Centres to the Alliance, harnessing their capacity and expertise as part of an indispensable network.

Allied Command Transformation is also comprised of three subordinate Headquarters in Europe: the Joint Warfare Centre in Stavanger, Norway; the Joint Force Training Centre in Bydgoszcz, Poland; and the Joint Analysis and Lessons Learned Centre in Lisbon, Portugal. Allied Command Transformation maintains a permanent presence at NATO Headquarters in Brussels, Belgium, (HQ SACT's Representative in Europe) and at Allied Command Operations in Mons, Belgium, (Staff Element Europe).

- Joint Forces Training Centre  
Bydgoszcz, Poland
- Supreme Allied Commander Transformation  
Staff Element Europe  
Mons, Belgium
- Allied Command Operations  
Mons, Belgium
- Supreme Allied Commander  
Transformation Representative in Europe,  
NATO Headquarters  
Brussels, Belgium
- Joint Warfare Centre  
Stavanger, Norway
- Joint Analysis and  
Lessons Learned Centre  
Lisbon, Portugal
- Headquarters Supreme Allied  
Commander Transformation  
Norfolk, Virginia





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