

# **ALLIED COMMAND TRANSFORMATION**

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Joint Experimentation, Exercises and Assessment**

# *Overview*

- What changed
- Reasons for change
- NATO Challenges
- ACT Delivering Transformation

# *What Changed*

- **New Command Structure**
  - Move from two operational commands to one operational and one functional
  - Realignment of subordinate commands, agencies and linkages

# *ACT Command Elements*

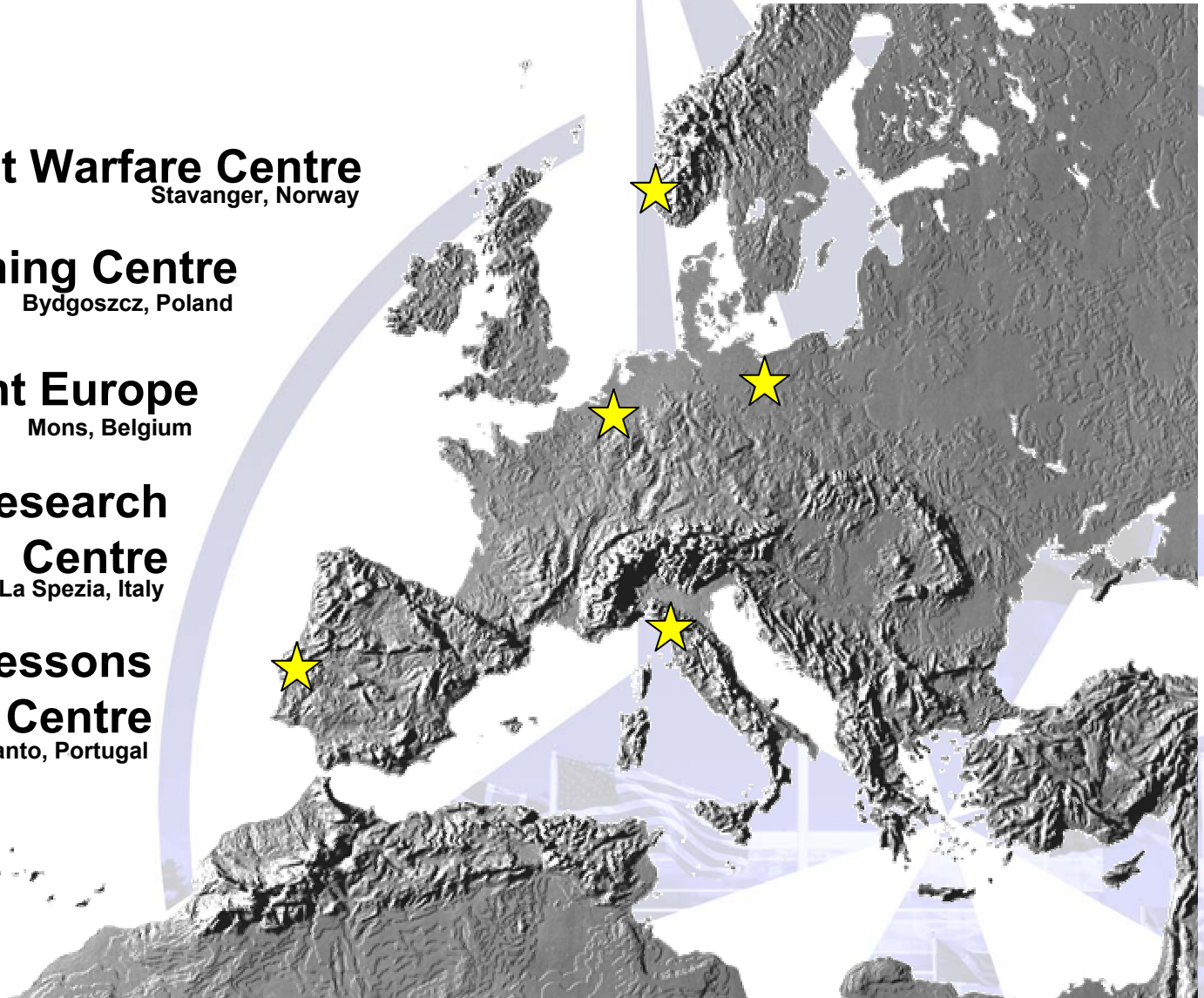
**Joint Warfare Centre**  
Stavanger, Norway

**Joint Force Training Centre**  
Bydgoszcz, Poland

**SACT Staff Element Europe**  
Mons, Belgium

**NATO Undersea Research  
Centre**  
La Spezia, Italy

**Joint Analysis & Lessons  
Learned Centre**  
Monsanto, Portugal



# *ACT Networks and Partnerships*

**NATO Consultation, Command and  
Control Agency**  
The Hague, Netherlands

**Allied Command Operations**  
Mons, Belgium

**Research & Technology  
Organization**  
Paris, France

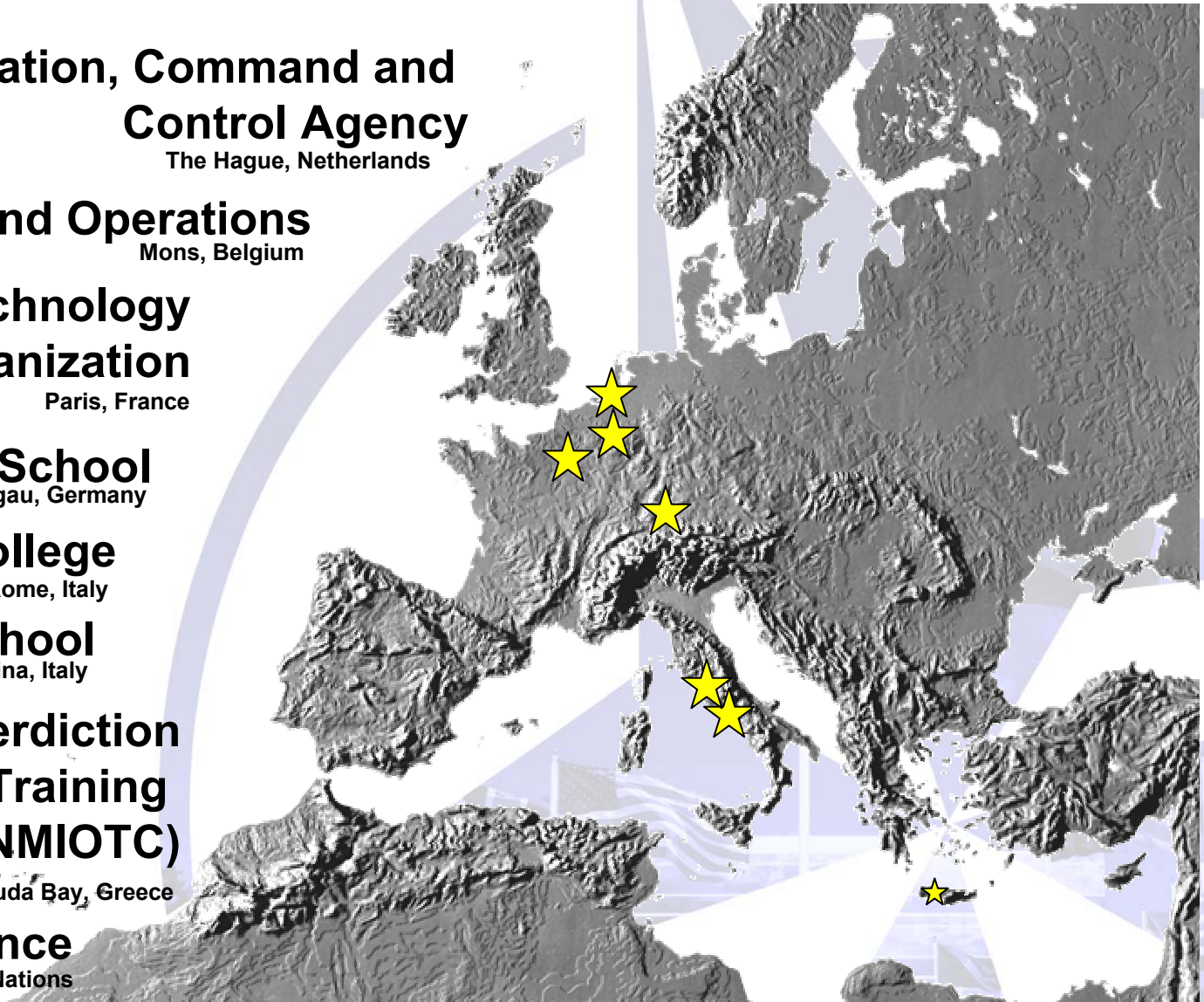
**NATO School**  
Oberammergau, Germany

**NATO Defense College**  
Rome, Italy

**NATO CIS School**  
Latina, Italy

**NATO Maritime Interdiction  
Operational Training  
Centre (NMIOTC)**  
Souda Bay, Greece

**Centres of Excellence**  
NATO and PfP Nations



# *Reasons for Change*

- **New Strategic Environment**
  - Will generate more frequent Alliance Military response to global threats
  - Requires holistic approach involving all means to achieve results – effects based approach
- **Future operations more complex and multi-dimensional**
  - Truly interoperable forces
  - Change from pattern of deconfliction to integration
- **Future forces must be agile, joint & expeditionary in character and design**
  - Capable across full spectrum of conflict

# *NATO Challenges*

- New Paradigm
- New business
  - Out of Area – Afghanistan, Iraq
  - New missions – Olympics Support
- Political Transformation
- Military Transformation

# *New Paradigm*

**Modifying culture** – Working on the intellectual end of capability – “changing the software”

- We must have overall situational awareness
- We must have information
- We must act coherently on that information to deliver effect
- We must have speed and agility in planning, decision making and, subsequently, in action
- We must be able to transition from warfighting to post-conflict stabilization to counter - terrorist activity
- We must overcome the culture of guarding information rather than sharing it
- We must loosen our grip on hierarchies and centralized command

**“Interoperability between the ears”**



# *New Business*

- Afghanistan
  - ISAF
  - PRT
- Greece – Olympics support
  - Civil Defence Assistance of member country new mission for NATO
  - New type of planning to include Technical Operating Procedures, Memorandum of Understanding, and Technical Agreements
- Iraq
  - Training Mission

# *Political Transformation*

## **Conflict Resolution is:**

- Application of National power
- Information superiority through situational awareness
- Speed and agility in planning, decision making and subsequent action
- Interagency, coalition, Alliance and National decision cycles
- Information sharing

## **We must get inside the Adversary's decision cycle**

- Using Iraq and Afghanistan as examples, decision makers in the US and Europe are at a geographical disadvantage

# *Military Transformation*

- Retain military relevance as an Alliance
- Fast changing world – new threats and technologies
- Modernize capabilities
- Improve interoperability

# *The Military Future of NATO*

*Transformed Capabilities for the 21<sup>st</sup> Century*

## 20<sup>th</sup> Century

**Static**  
**Reactive**  
**Regional**  
**Mass**  
**Attrition**  
**Deconfliction**  
**Supply Point Logistics**  
**National Intelligence**

## 21st Century

**Agile**  
**Proactive**  
**Global**  
**Manoeuvre**  
**Precision**  
**Integration**  
**Integrated-Distribution**  
**Based Logistics**  
**NATO Fused Intelligence**

***ACT + ACO + Nations through NRF  
= Transformed NATO Military***

# *ACT Vision*

“We are NATO’s forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO’s global security interests.”



# *ACT Standing Priorities*

- Transform NATO's military capabilities
- Prepare, support and sustain Alliance operations
- Implement NATO Response Force and other deployable capabilities
- Achieve ACT full operational capability
- Assist transformation of partner capabilities

# *Leading Transformation*

- NATO's Forcing Agent for Change
- National resolve/ commitment
- Framework for long-term development
- Infusion of research & technology
- Develop concepts & doctrine
- Deliver education & training
- Conduct leading edge experimentation

# *Fundamentals of Transformation*

- Process that anticipates the future
- Innovation/ experimentation/  
conceptual development
- A new mindset – intellectual and  
cultural change
- Comprehensive change – organization,  
policy, doctrine, processes, training,  
and education
- With the NRF as the vehicle



# *Transforming for the Future*

## Effects-based operations

- Comprehensive integrated application of all instruments of Alliance power
  - Military and Political
- Create campaign effects which achieve desired outcomes
- Adaptive to all levels of command and across the full spectrum of conflict

# *Transforming for the Future*

- Effects-capable forces characterised by achieving three Transformation Goals
  - Decision Superiority
  - Coherent Effects
  - Joint Deployment and Sustainment

# *Transforming for the Future*

- Transformational Core Competencies
  - Information Superiority
  - Joint Manoeuvre
  - Effective Engagement
  - Integrated Logistics
  - Expeditionary Operations
  - Enhanced CIMIC

# Attributes of a Transforming *NATO* Force

## The Operator's approach

Deconflict  
Services &  
Cultures



Deconflicting

Stitch Nation  
Seams



Coordinating

Integrate  
*NRF*  
Capabilities



Integrating

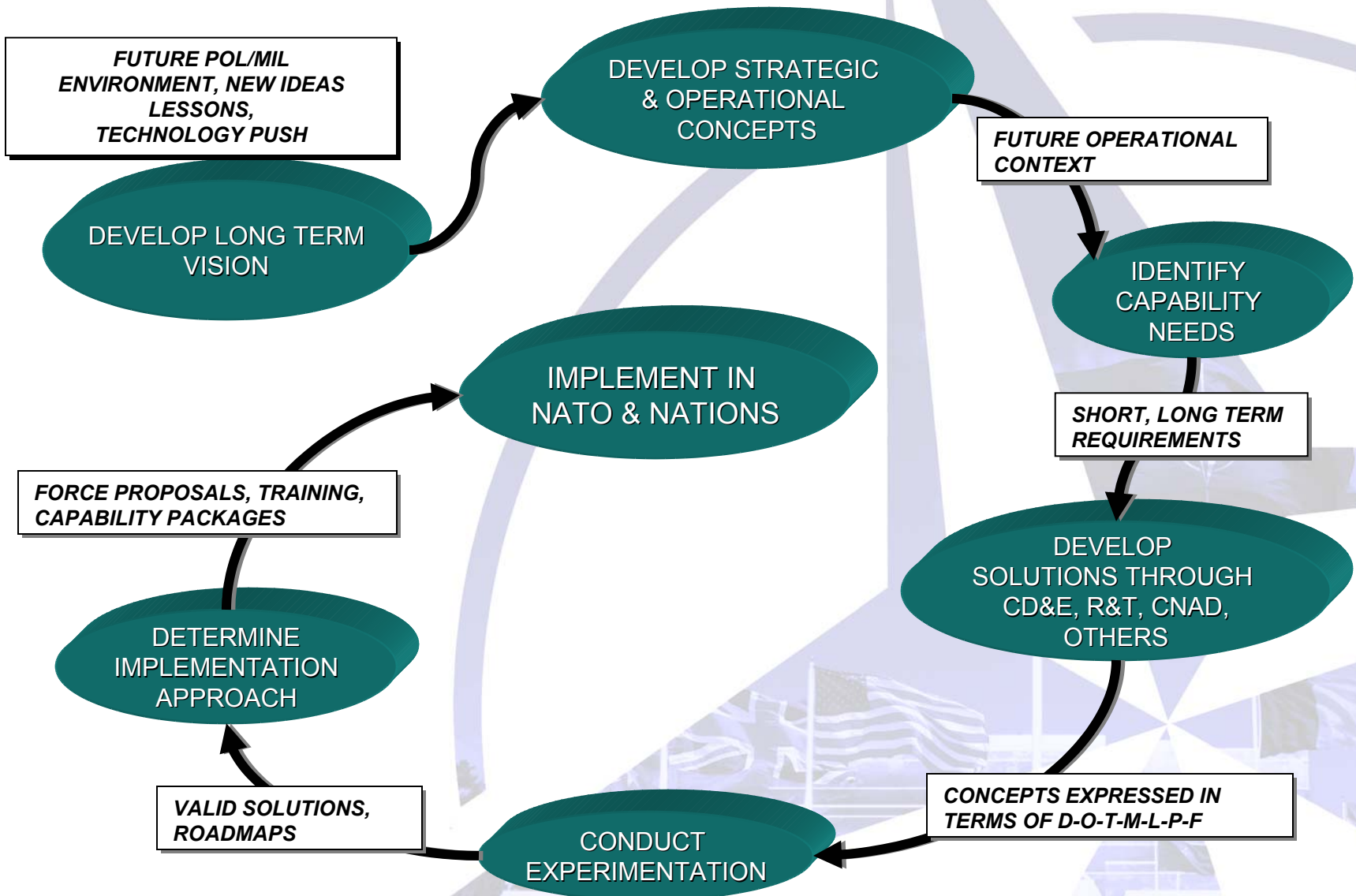
Effects-Based,  
Collaborative,  
Network Centric and  
Interdependent



Coherence

*It is about Culture and Product*

# Delivering Transformation



# *Summary*

- Accomplishments in 2004
  - Re-inventing transformation processes
  - Delivering products to NATO
- Growing appetite for Transformation
  - New nations, new expertise, new venues
  - The more we do, the more we find to do

**ACT is the Forcing Agent and Gateway for Alliance Transformation**



# **ALLIED COMMAND TRANSFORMATION**

# *BACK UPS*

The background features a collage of various flags, including the United States flag, the NATO flag, and the European Union flag. A large, stylized compass rose graphic is overlaid on the collage, with its points extending towards the corners of the page. The text 'BACK UPS' is centered in the upper half of the image.



# Concepts Interaction

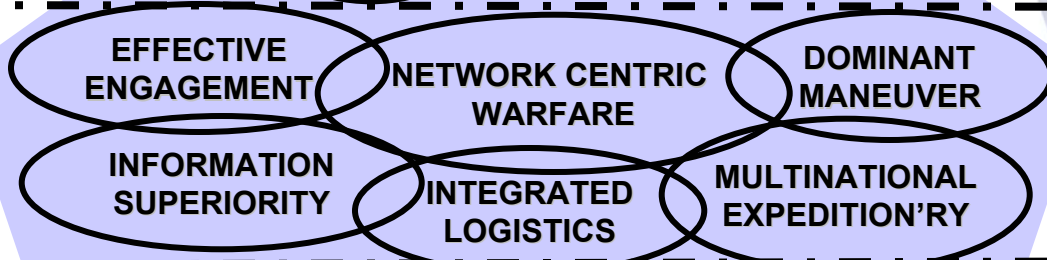
## MINISTERIAL GUIDANCE MILITARY COMMITTEE

“Strategic”  
Concepts



SC input to MC-level initiatives

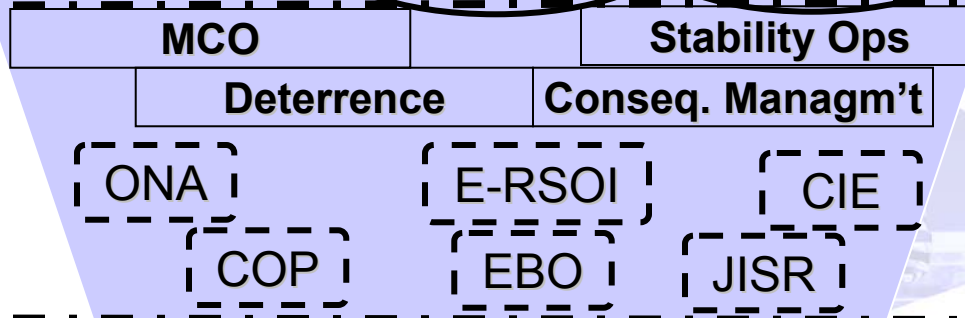
“Enabling”  
Concepts



Bi-SC Joint Vision

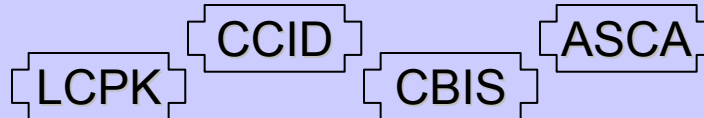
NATO Operations Concept

“Operational”  
Concepts



NATO Operating Concepts

“System”  
Concepts

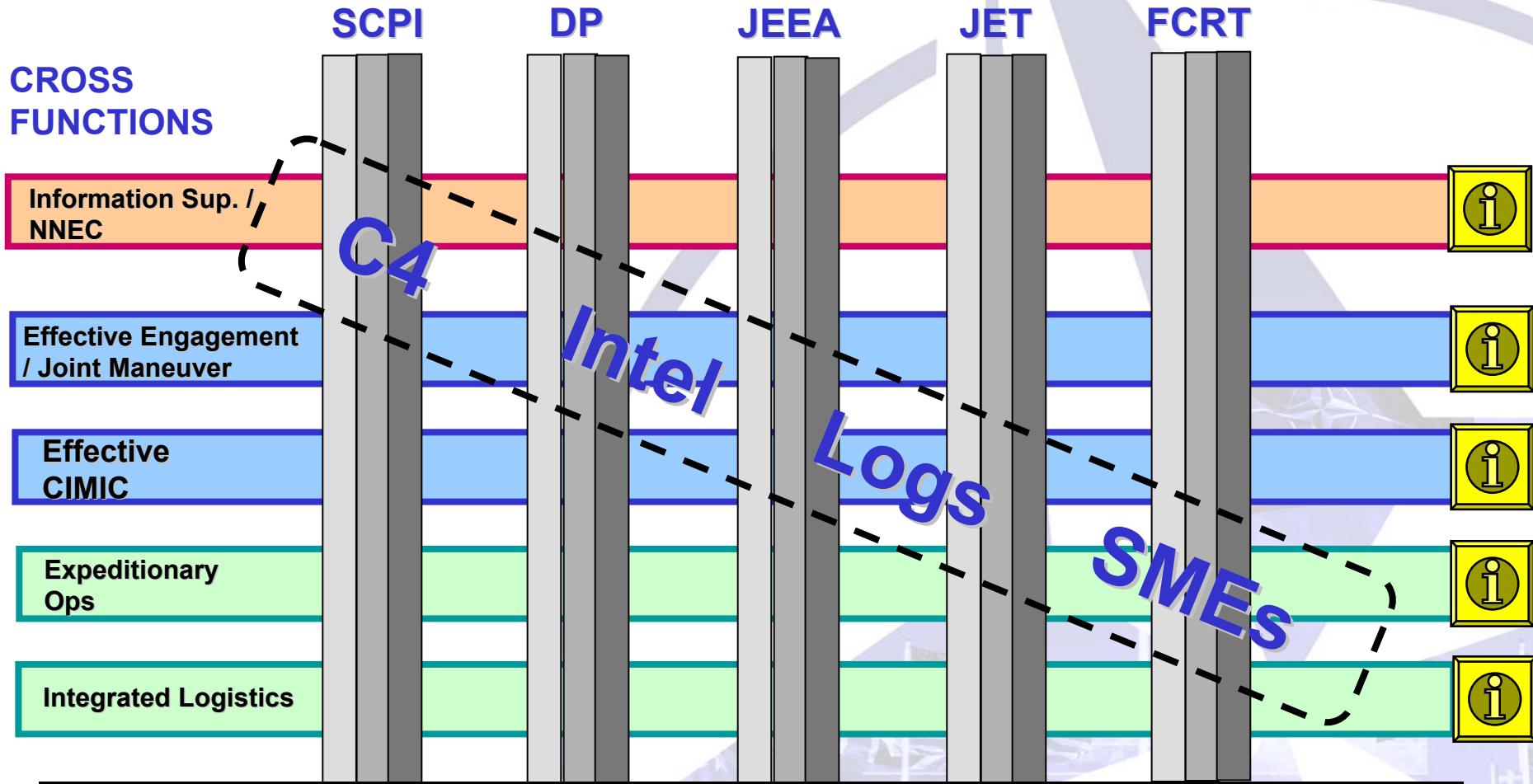


White Papers

# INTEGRATED PROJECT TEAM (IPT)

## Staff Functions Interaction

### STAFF FUNCTIONS



: Intra-IPT Collaborative Information Environment (CIE)

# Concepts-Experimentation Pathways



NRF Operations Pathway

Decision Superiority

E5

Multinational Experiment 4

CMX 05

NRF Employment Pathway

Effects Based Operations

Information Sharing

CMX 04

Decision Superiority

Allied Reach

Multinational Experiment 3

Dynamic Response

# *Joint Warfare Center*

The Joint Warfare Centre (JWC) promotes and conducts NATO's joint and combined experimentation, analysis, and doctrine development processes to maximize transformational synergy and to improve NATO's capabilities and interoperability. The JWC assists ACT's developmental work on new technologies, modeling and simulation. It conducts training on, as well as the development of, the new concepts and doctrine for joint and combined staffs.

# *Joint Force Training Centre*

The JFTC supports training for NATO and Partner forces to improve **joint and combined tactical interoperability**. The JFTC conducts joint training for tactical level command posts and staffs in support of tactical level commanders. The JFTC assists ACT and ACO in the **promotion of NATO doctrine development** by co-operating with Centres of Excellence (COEs) in order to improve NATO's capabilities and interoperability.

# *Joint Analysis & Lessons Learned Centre*

NATO's central agency for performing joint analysis of real-world operations, training, exercises and NATO Concept Development and Experimentation collective experiments, and for coordination and further development of all Lessons learned efforts within NATO, including establishing and maintaining an interactive managed Lessons Learned Database.

# *NATO Undersea Research Centre*

A world-class facility engaged in cutting edge undersea warfare research for new joint and combined capabilities in the areas of antisubmarine warfare; naval mine countermeasures and military oceanography; fostering maritime innovation in these and related mission areas; and maintaining the core competencies required to enable undersea research and maritime innovation.

# *Centres of Excellence*

Funded nationally or multinationally, COE's allow NATO nations and Partnership for Peace (PfP) leaders to improve interoperability and military capabilities, test and develop doctrine, and validate concepts through experimentation.



# *NATO Response Force*

## (NRF)

- **Operational tool as well as a mechanism – a test bed**
- **Emphasis on high readiness, rapid deployability and high tech capability**

We have honed in on Information Superiority and within that, Network Enabled Capability as our Main Effort

- **We aim to define the network, standards, decision-making tools and organizational and human processes to deliver a networked force to NATO – with an absolute focus on the NRF**

# *NATO Network Enabled Capability*

## **(NNEC)**

- Encompasses the elements involved in linking collectors, effectors and decision makers to enable the development of a NATO, network-centric, effects-based, operational capability
- Involves Joint Deployment and Sustainment of forces, enabling translation of information into increased combat power and mission effectiveness through Decision Superiority
- Leads to rapid, flexible, precise, coherent operational effects

# *Information Superiority*

- Gives NATO the competitive advantage needed to win in future Effects Based Operations
  - Access to more and better quality information than our adversary
  - Tools and techniques available to make the right decisions
  - Command organizations in place to act on these decisions faster and more effectively than our adversary
- Includes actions to minimize (limit and delay) our adversary's situational awareness and decision-making abilities
- Key to achieving is the development of NNEC to ensure the secure collection, processing and dissemination of information

# *Delivering Transformation*

- ✓ Analyzed implications of Iraqi lessons learned for NATO capabilities
- ✓ Created a dynamic ISAF-Lessons Learned process and now Kosovo
- ✓ Delivered Mission Rehearsal Training – NRF Commanders + ISAF IV & V
- ✓ Conducted experiments
- ✓ Vision for conduct of future operations
- ✓ Defence Planning Review