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ON THE OCCASION of the 15th anniversary of the Joint Warfare Centre (JWC), we had the pleasure of welcoming Mr Frank Bakke-Jensen, Norway's Minister of Defence; Admiral Haakon Bruun-Hanssen, Norway's Chief of Defence; General Sir James Everard, NATO Deputy Supreme Allied Commander Europe, as well as many more dignitaries and ambassadors, including the Polish Chief of Defence. I will remember the 15th anniversary celebrations of our JWC as one of the highlights of my career.

Since its inception, the JWC has been referred to as the "jewel in the crown" by its parent headquarters Allied Command Transformation (ACT), and it has been recognized by both ACT and Allied Command Operations (ACO) as a first-rate warfare centre and a source of excellence in the execution of operational-level collective training. The JWC has earned a great reputation as an organization that can adapt to changing geo-political realities as well as NATO's military requirements to operate in a world of changing threats. I believe that our work here is extremely important because the future of NATO warfighting capabilities depend on, among others, the JWC's delivery of relevant, threat-based training. Delivering threat-based training is challenging because the threats are constantly evolving.

In recent history, many of our national forces that support NATO have been involved in out-of-area, conventional fights with adversaries that cannot match NATO's capabilities. However, the threats identified during recent NATO Summits reflect the realities of additional, and in some cases new, adversaries and battlegrounds. The changing geo-political challenges we have seen in recent years have placed renewed attention on near-peer adversaries operating in emerging domains or within disciplines of growing importance, such as Cyber, Space and Nuclear.

These new threats have resulted in NATO adapting its approach to exercises and training, addressing the full spectrum of threats from any direction. Likewise, NATO Commanders are being asked to prepare for everything from Small Crisis Response Operations to full scale, Major Joint Operations, involving a NATO country having invoked Article 5 of the Washington Treaty. Although the threats have grown and the exercise format has changed, the JWC's core business remains the same, which is to plan, prepare and execute static and distributed joint, operational-level training in support of warfare development and warfighting readiness.

The foundation to each exercise is an in-depth scenario that is responsive to a maximum range of Training Objectives. In addition to JWC-created *CERASIA*, *SOROTAN* and *SKOLKAN*, our newest scenarios, *OC-CASUS* and *FIKSO*, continue to provide fictitious but very realistic venues for NATO to explore its most relevant, full-spectrum threats. These sce-



narios are also for the Nations to use in support of their realistic operational training environments.

Another constant in our exercises is the emphasis we place on preparing Training Audiences for the planning phase of operations. I think in terms of mind and body. If the execution of an operation is a set of functions the NATO body carries out, then I think of the planning phase as the work of the mind. That is why at the JWC we place so much worth into preparing the mind.

We must have a mindset of readiness, but we must also change our approach to knowledge development, experimentation and cooperation with outside organizations, including more cooperation and collaboration with the Alliance and Partner Nations. This sharing of information also

allows Nations to test key concepts. The best recent example is found in TRIDENT JUNCTURE 2018 (TRJE18), during which Norway tested its Total Defence Concept. Their example is being followed by an increasing number of Alliance and Partner Nations, to include the nine Nations in this year's TRIDENT JUPITER exercise.

TRIDENT JUNCTURE 2018 Command Post Exercise (CPX) was my last exercise as the "Officer Directing the Exercise" (ODE). This Article 5, Live Exercise/CPX was also NATO's largest exercise since the Cold War, and therefore presenting a great challenge to both Training Audiences and the JWC. The significant participation of Supreme Headquarters Allied Powers Europe (HQ SHAPE) as a complete Training Audience, the participation of the International Military Staff at the political/strategic level, and the participation of the Partner Nations of Sweden and Finland, as well as the Host Nations of Norway and Iceland, made it a remarkable training event and a clear win for NATO Warfare Development.

I am very impressed with the results achieved by all Training Audiences and Exercise Control (EXCON), including the Nations, Centres of Excellence, trusted agents and senior mentors for their more than two years of excellent support. Now, we are turning lessons identified into lessons learned to continue our progress in warfare development. In doing so, our ambition is to produce "evidence for change".

As NATO is approaching its 70th anniversary, we are proud to be one of NATO's key instruments in Transformation, both militarily and institutionally, located in the heartland of beautiful Norway. This is my last Foreword in this magazine, and I want you—JWC's *One Team*—to know what an honour it has been to serve as your Commander in support of NATO Alliance. Since I took up command in July 2016, I felt honoured to serve at the helm of an organization that is at the forefront of higher training, warfare development, strategic thinking and innovation. You are the reason I look back on my tenure with pride. Thank you and all the best. ✦