



Major General Andrzej Reudowicz Polish Army Commander, Joint Warfare Centre

EXERCISE PLANNING for collective NATO training at the operational level is complex and ambitious, a 12- to 18-month schedule accomplished in four phases requiring an outstanding team effort internally and strong coordination with multiple organizations external to the JWC. However, focusing on the Execution Phase, or Phase III, some may miss how much we accomplish on our way to execution. So, what is the value of the Crisis Response Planning phase, or Phase II, of the overall exercise planning process?

I often say that Phase II plays a key role in the preparation of the NATO Command Structure and NATO Force Structure headquarters. Phase II is where the planning and product development that support the exercise Training Objectives occur, and the intricacies of the scenario, including the whole spectrum of political, military, economic, social, infrastructure and information (PMESII) ramifications are worked out. If Phase III is about implementation in terms of staff processes, Phase II is about taking a deep dive into key topics and strategic thinking; it is the realm of great military minds like Sun Tzu and von Clausewitz. It is Phase II that cements the JWC's role as NATO's pre-eminent warfare centre.

The prevalence of this strategic thinking ensures NATO's readiness to combat a future of growing threats and complexity. Phase II is the backbone of the exercise planning, and together with Phase I, the Academic Phase, provides a training and learning environment helping participants to hone a spectrum of skills required by Article 5 Collective Defence scenarios. And we have set a high bar for what to expect from this process. We recently concluded Phase II for TRIDENT JAGUAR 2018 (TRJR18) in multiple locations across Europe, which aims to train Multinational Joint Headquarters Ulm and NATO Rapid Deployment Corps Greece independently as Joint Task Force Headquarters. To conduct Phase II, I deployed to Mons, Ulm and Thessaloniki with the JWC's Training Teams, Observer Trainers and Senior Mentors to explore a variety of topics to help facilitate the efficient and accurate delivery of future phases of exercise development. Additionally, we have provided, here in Stavanger, a first-class venue and training for Operational Liaison and Reconnaissance Teams (OLRTs) from both headquarters.

The JWC's short-term outlook is fast-paced with more ongoing work on NATO's largest exercise to date, TRIDENT JUNCTURE 2018 (TRJE18). TRJE18 is the most notable event of 2018 and I am very proud to direct the Computer-Assisted Command Post Exercise portion of it, leveraging the Warfare Development opportunities that accompany such a large-scale exercise designed to train the NATO Response Force.



Elsewhere in this magazine, you will read about the JWC's Warfare Development enterprise and our adaptation to the size, scale and demands of an Article 5 campaign fought against a strong, determined and capable opponent. Warfare is our business; it is our mission, both by definition and by name. We are NATO's *only* joint warfare centre and the Joint Operational Level Warfare Transformation will naturally remain a focus of our work in 2018.

For those who are interested in NATO's long-term military transformation, I recommend a reading of the Strategic Foresight Analysis 2017 Report, which provides the combined Strategic Commanders' best military advice, describing 20 political, social, technological, economic and environmental trends, as well as

59 security implications for the Alliance. Trends and implications will be analysed in a follow-on report, the Framework for Future Alliance Operations, to be released in spring 2018. Both reports, whose development the JWC fully supports and contributes to, inform the NATO Defence Planning Process and are closely linked to capability development and concept development, as well as doctrine, training, exercises, leadership, and education.

We are very excited about our 15th anniversary this year, which we will commemorate throughout 2018, opening with the International Day on 28 January and culminating with our birthday on 23 October.

The JWC was established following the decision made at the 2002 Prague Summit to launch NATO's then most significant and ambitious restructuring process. It is a great privilege to be here, at the helm of the JWC, at this prestigious moment. As the premier training establishment of an Alliance of 29 Nations, we have much to celebrate and a great deal to be proud of, including our Host Nation Norway. She has extended her broad support to the JWC all these years, which is truly a testament of her commitment to NATO.

We may still be young at 15, but in essence, what we are talking about here, is 15 years of tremendous development and growth. The JWC has always been the centrepiece of Transformation, serving as the link between Allied Command Operations and ACT, implementing and operationalizing Transformation efforts as directed by ACT, for the benefit of NATO Command Structure and NATO Force Structure headquarters, the Alliance and Partners. Serving at the JWC here in Stavanger is the most unique and rewarding experience for all of us. It also helps, to say the least of it, that the JWC sits on a gorgeous site, on the outskirts of the city, providing every day the view of a Norwegian fjord and its majestic surroundings. Truly a great place to be and to work. ✦