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LADIES AND GENTLEMEN, dear readers of *The Three Swords* magazine,

After two years at the helm of NATO's Joint Warfare Centre in Stavanger, Norway, it is — unfortunately — already time for me to say goodbye and to prepare for a smooth handover to my successor, Polish Army Major General Piotr Malinowski, whom I wish all the best at all times.

Looking back, I am incredibly proud of the Joint Warfare Centre's "One Team", their can-do attitude and what they were able to achieve during these challenging past 27 months. Not just the highly visible delivery of our exercises and the delivery of NATO's warfare development efforts, but also in the staff's hard work to better understand our capability and capacity to achieve our mission going forward: To make NATO better!

Providing the best training that NATO's operational- and strategic-level headquarters rightfully demand has always been at the forefront of our mind and thus, the pandemic provided both a threat and an opportunity to our plans.

Our programme of work and our ways of working were undeniably affected, but with our "Vision 2025" findings at hand, we were able to adapt and adjust, focusing on risk mitigation rather than risk avoidance.

The innovation we — with much-valued support from NATO's Senior Mentors — displayed to deliver STEADFAST JUPITER-JACKAL 2020 and, just recently, STEADFAST DEFENDER 2021 has been broadly discussed in NATO.



Furthermore, we were able to deepen our warfare development efforts and have developed new approaches and capabilities that will improve the Joint Warfare Centre's service to NATO — the Joint Operations Planning Group (JOPG) Leaders Workshop and our wargame design capability, to name a few.

I am grateful for the team having put together yet another excellent edition of our *The Three Swords* magazine, which provides some insights into what has kept us "awake at night" during the past months.

Starting off with a highly informative article from NATO's Deputy Secretary General Mircea Geoană on "NATO 2030" and the Alliance's first-ever strategy on emerging and disruptive technologies, the magazine provides a recap of all our major achievements — both exercises and warfare development — and offers an account of Norway's "way of fighting" as a society.

I hope you enjoy the read!

Lastly, I would like to thank my "One Team" for giving your time to the Joint Warfare Centre, your valuable insights and brilliant ideas, your enlightening discussions, and your unwavering support during my tenure as your commander.

I wish you all the best, fair winds, and following seas in what is yet to come! As we say in the Navy, "Code Uniform Whiskey Pennant One", which means: Thank you very much for your cooperation. I wish you a pleasant voyage. ✦

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