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

The very heart of human nature and our daily life have been affected by the pandemic. It has forced us all to look differently at a lot of things: the value of family, of friends, of spending time with others, of freedom, of security.

Our shelter, and the glue that held it all together during these times have been, and continue to be, our families, and our strong #OneTeamTogether approach.

Thus, as the virus began to spread, our focus immediately shifted to protecting our staff, our families, and our wider community, whilst still delivering on our important business. Clearly, our strong relationship and cooperation with local authorities and the excellent support by our Host Nation have helped us tremendously in that respect.

The Joint Warfare Centre "all-hands" development of its "*Vision 2025*" during the winter primed the skills we would need professionally to respond to the pandemic. When it hit us, it became both a challenge and an opportunity to our plans. Some actions would not occur in 2020, others would rise in importance, and new actions would be demanded.

Taking the opportunity to question our existing business model, we have refined our internal processes and have progressed significantly towards a command-wide professional development programme.

Furthermore, we have deepened our warfare development efforts and developed a new capability that will improve the Joint Warfare Centre's offers to the NATO Alliance: Wargaming.

The year 2020 has also been an exercise in flexibility in how we plan and execute our exercises — but we have achieved much despite



the constraints imposed on us as Europe has tightened, relaxed, and tightened again its pandemic responses.

As a result of our efforts to mitigate risk to an acceptable level given the circumstances under which we are operating, and the mission we have to fulfil, Exercise STEADFAST JUPITER-JACKAL 2020 is "full steam ahead", as are the planning processes for all exercises in 2021, proving that to train and to be ready is what we do, and what we do well — and that ultimately, "Together! We make NATO better!"

The visit of NATO's Military Committee led by Air Chief Marshal Sir Stuart Peach, to the Joint Warfare Centre in early March provided us with the opportunity to underline that.

2020 has also seen the introduction of the Command Senior Enlisted Leader (CSEL) position as a major step forward for our command.

This development has already attracted a lot of attention, but more importantly, it has proven to be an invaluable asset for me as the Commander and for the organization as a whole.

Furthermore, I have taken the opportunity to strengthen our bonds to Norway's Total Defence community, as well as to other potential partners (e.g. the Norwegian Defence University College), aiming to further professionalise our understanding of resilience in and for operations.

Again, the team has put together an excellent magazine that intends to give you a record of interesting developments both at the Joint Warfare Centre and in NATO. I truly applaud the authors that have put so much effort and thought into it. Thank you all.

Please enjoy the reading and stay safe! ✦

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