



THE THREE SWORDS

STAVANGER - NORWAY

The Magazine of the Joint Warfare Centre

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JWC Welcomes New Director Lieutenant General Wolfgang Korte



Cover_ Lieutenant General Wolfgang Korte is the new Director of the Joint Warfare Centre, effective from 13 July 2007.



Editorial

Welcome to the ninth edition of "The Three Swords". This edition we have dedicated to our new Director Lieutenant General Wolfgang Korte and our outgoing Director Air Marshal Peter B. Walker. "The Three Swords" magazine was first time published in the spring of 2005 as an eight-page internal newsletter. Thanks to Air Marshal Walker's strong support and encouragement, the magazine has grown to become a well-recognized professional magazine portraying JWC international community of skilled and engaged people; our challenging tasks and our multitude of professional and social events. On behalf of the JWC Public Information (PI) staff I would like to take this opportunity to personally thank Air Marshal Walker for his many helpful advises and a very good, open and trustful working relationship in which I and the PI staff could flourish and grow.

We also have the great pleasure of welcoming our new Director Lieutenant General Wolfgang Korte from the German Army. We look forward to work for him and wish him all the best in his challenging position as Director of JWC. In order to give you, our readers, some insight on the man behind the title, we provide you with an interview of our new Director.



In addition to these articles you will also find several reports on professional and social events from the last few months and we continue our series of educational articles; one on Information Operations (IO) this time with a focus on IO and their partners in the battlefield and one on Complex Emergency Operations (CEO) including a case study on Afghanistan. I would also draw attention to the article "Team building" that is the first of two articles addressing management challenges in a complex organization. Last but not least, I would like to bid farewell to all departing JWC colleagues and thank you all for a great working relationship and wishing all the best in your future assignments; to the rest of our colleagues and readers, I wish you all a great joyful summer holiday.

CDR (Sg) Helene W. Langeland, NOR N
Chief, Public Information Office
Joint Warfare Centre

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PUBLISH AN ARTICLE IN THE THREE SWORDS!
We are always looking for good articles written by our readers. If you have got something to say, send it to us. We will be happy to consider it for publication. Email your articles, as well as your comments and feedback to JWC CG PIO Common (CRONOS) or inci.kucukaksoy@jwc.nato.int.

The Three Swords

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Lt Col Dieter Stoll,
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Norwegian National Day
celebrations, 17th of May.





Air Marshal Peter B. Walker CB CBE BA Royal Air Force Director, Joint Warfare Centre

It was a strange day when I was asked if I would consider becoming the Director of the Joint Warfare Centre - what was this, where was it, and what was I supposed to do? The answers are now very clear, but I cannot pretend that all that needs to be done has been done, and my successor will not be without his challenges.

Looking back, we have made significant progress, and we now have the personnel and the tools to continue development towards that elusive goal of a world-class training centre. This is all a great credit on everyone who works at the JWC; whatever your role, nothing would have been achieved without your industry, commitment and loyalty. I do not believe that we can function as islands of capability, and we achieve our best within the strength and support of a good team, and in the JWC staff we have one of the premier division teams.

The future is more important than the past, and there is much to look forward to. You will watch the new building grow as a symbol of the Nations' confidence in your work. You will see the influence of the JWC increase as real synergies develop through the appointment of the Director as Officer Conducting the Exercise (OCE) in addition to his current responsibilities as Exercise Director, and you will note that the Joint Force Commands will each enjoy an exercise every year. These changes



and developments are at the forefront of transformation activities, and they require a mindset that is continually looking to grow and improve. This is the mindset that I have tried to encourage in the JWC, and I believe that by asking ourselves three questions, we can sustain this progress:

- Are we doing the right things?
- Are we doing those things right?
- And, how can we do them better?

We should never forget our responsibility to the young men and women who are sent into harm's way on behalf of this great Alliance that is NATO. In the end, our work is about their security, because if we can make progress with the quality of training provided to the Joint Commands and the Com-

ponents, whose staff deploy to theatres such as Afghanistan, those who are in the front line will be better protected and exposed to less risk. This is why the work of the Joint Warfare Centre is so important.

It is with deep sadness that I leave Norway and the Joint Warfare Centre, as my wife and I have been made to feel completely at home and we have been very touched by the kindness and hospitality shown to us. Whatever we do next will not compare to the pleasure of working with so many excellent people from the NATO and Partner countries. We wish you all the very best for the future and thank you for all that you have done to make our stay in Norway so enjoyable.



Air Marshal Walker with H.E. Anne-Grete Strøm Erichsen, Norwegian Minister of Defence, Ulsnes, 21 June 2006.



Brigadier General Philip M. Ruhlman

U.S. Air Force

Chief of Staff, Joint Warfare Centre

TEAMWORK, as defined in the dictionary, is explained as “the cooperative or coordinated effort by a group of persons acting together as a team or for a common cause.”

I would have to agree wholeheartedly with that definition, and based on my experience in the JWC, teamwork is the strongest asset we all share as members of the NATO Alliance. One only has to look at the recent success of Exercise STEADFAST JACKPOT and you will see that it was the exceptional teamwork, displayed by all participants, that resulted in a tremendous learning experience, high intensity exercise training, and Operational Preperation Directorate’s (OPD) recommendation for JFC Naples’ NRF 9 certification.

I was proud to see how the JWC Divisions teamed together to once again execute a highly professional event, fully coordinated and synchronized to provide JFC Naples the best of opportunity for success. Support Division and SMC4 were the backbone horsepower that allowed the Joint Exercise Division to smoothly run the Exercise Centre (EXCEN) in a 24/7 operation. Capability Development Division supported Lower Control (LOCON) as well as ran four successful experiments whose foundations began earlier in the year with Exercise STEADFAST ENABLER. Joint Training Development Division was highly tasked being deployed across six locations - from Spain to Italy to Turkey - observing and assisting the training audience along with our Senior Mentors.

Of course, there was the DOS staff working critical detailed actions behind the scenes, and the Norwegian Joint Headquarters who was always there when we needed assistance.

We were not alone as part of this team. Let there be no mistake that STEADFAST JACKPOT’s success was also critically dependent on teamwork with the Joint Force Training Centre (JFTC), Joint Analysis and Lessons Learned Centre (JALLC), OPD,



NATO Communication and Information Systems Services Agency (NCSA), and Headquarters Allied Command Transformation (HQ ACT). Without them, the critical elements of component level training, lessons learned analysis, assessment and evaluation, CIS support, and strategic guidance would have been absent. Of course, one must not underestimate the phenomenal teamwork and cooperation that Joint Force Command Naples and its components demonstrated throughout the crisis response planning, exercise preparation, and execution of JACKPOT. As we stood back and watched, we could see their key to success was undeniably - you guessed it - TEAMWORK! Well done

and congratulations!

To be successful, teamwork requires leadership. I credit the JWC’s successful atmosphere of teamwork to our Director, Air Marshal Peter Walker. As our leader for the past two years, his veteran experience mentored and guided the JWC team to Swiss-watch precision, ever challenging us to excel and drive for perfection. He molded the Joint Warfare Centre into a fully integrated team that works hard, learns quickly, teaches well, and is clearly focused on Alliance success. It was his extraordinary vision that significantly transformed the JWC into what it is today, and has set forth our flight plan for the future. We will deeply miss his phenomenal wisdom and outstanding leadership. Speaking on behalf of the JWC, we thank Air Marshal Walker for what he has done for all of us, our Nations, and the Alliance. We warmly wish him and Lynda the very, very best for the future.

We also would like to offer a very fond welcome to Lieutenant General Wolfgang Korte, who will very soon “take the stick” (as fighter pilots say) as the new Director of the JWC. His JWC team has been well trained, forged and steeled by teamwork, and stands ready for his command.



Lieutenant General Wolfgang Korte

German Army

Incoming Director JWC, 13 July 2007

DURING my 38 years of service I have taken part in many changes of command, either as the outgoing or incoming Commander or as a member of the unit, staff or institution that was being entrusted to a new Commander, Chief or Director.

One of the most frequent remarks made during the countless speeches was that the change in question would mark a decisive point for the unit, staff or agency concerned. The majority of those present seemed to share this view. I always found this rather astonishing and strange.

On the face of it, this is true: a new Director is taking charge. He might like to do things different than his predecessor; he is likely to be different in character, personality and leadership style, due to different training, education and experiences. But is that not quite normal and to be expected?

With Air Marshal Peter Walker an experienced military leader has left who has directed the Joint Warfare Centre in an excellent manner, has turned it into a renowned institution, and therefore deserves high credit for his role in establishing the Centre. He always has pointed out that his success was based on performance of all members, soldiers as well as civilian employees of the Centre and their exemplary willingness to serve and support him. I trust the same team will support me in continuing where my predecessor left off, in further developing the Joint Warfare Centre, to consolidate its good reputation and in adapting it to constantly changing requirements.

With a mission unchanged and the support of an experienced and successful team, I do not see the need for immediate change. The success of the Joint Warfare Centre is based on mission accomplishment as a team effort.

NATO soldiers and soldiers of Partner and friendly Nations are involved in NATO operations and other coalitions in almost all crisis areas worldwide. They are there because their governments, the authorized representatives of their Nations have sent them there and because they are needed. They struggle



on a daily basis to make this world a little safer, a little fairer and a little better. They do so with all out commitment, placing their own lives at risk. Those who have sent them in, are not only responsible for ensuring that the cause for which they are deployed is justified and correct, but also for providing the soldiers with everything they need to accomplish their mission. This includes material things such as equipment and weapons, but also excellent training.

And, this is where we, too, have a responsibility. As my predecessor expressed in his vision statement for the Joint Warfare Centre, we must

- Design and provide, as a world-class training centre, the kind of training

operational-level joint and combined staffs need; and

- Promote NATO transformation based on lessons learned in operations, exercises and experiments and by developing concepts and doctrines.

Today, that mission still applies, and the Joint Warfare Centre has accomplished it in an outstanding manner. All those who have performed their duty at the Joint Warfare Centre and in subordinated agencies deserve credit for this accomplishment. They have all done their very best. And this is precisely what is expected from us, we who have sworn to serve loyally.

You have all rendered this service under the leadership of Air Marshal Walker, and I hope and trust that we can carry on where he left off and continue the successful work of the Centre.

A commander and a director can only lead a unit or team effectively if he is part of that unit or team himself. I am delighted to now belong to the Joint Warfare Centre team.

The summer vacation period has begun. You have all worked hard during the last few months. Your families have often had to make compromises, and manage without you. Please, use this vacation period to spend more time with your families; relatives and friends to recuperate and to devote yourselves to things that otherwise receive too little attention. And last but not the least, come back healthy and fit.

JWC Welcomes New Director Lieutenant General Wolfgang Korte

By Inci Kucukaksoy, JWC PIO

Sir, you were Deputy Commander Operations, KFOR in 2002/03 and Deputy Commander ISAF in 2004. In addition to NATO forces, both missions include contributions from Partner Nations and even countries from beyond the Euro-Atlantic area. How have you benefited from both experiences?

I think, at the time, 26 nations participated in KFOR and 36 nations in ISAF. In both missions I was responsible for the operational planning, in addition to assuming responsibilities for the National Contingents. Although at the time I had been in the military for 35 years, I found these two assignments to be some of the most important, most impressive, and most lasting assignments ever given

to me. Some of the reasons are that for example in operations theory and doctrine meet practice. It is amazing how big the difference can be. That is the first thing. The second thing is that the world looks different depending on your viewing angle. It is very important really to learn that lesson and gain a better understanding of various cultures. Last but not least, it is a great experience to work together and build one team with people from so many different nations.

To what extent have these challenging tasks lived up to your expectations?

Very much. Actually you always face surprises. Training and exercises are an important prerequisite for preparing

yourself and your staff for the challenges to follow. However, you will never know what really will happen. Therefore, training and exercises have to prepare you for the unexpected. They need to get the thinking and the processes right. Being on operations is hard work; a 24/7 job, actually. But it is work for good, it is satisfying, and I really liked it.

It was kind of sad when I had to leave because you have not finished what you have started and you have to leave it to other people.

In what areas do you see the greatest prospects, for both KFOR and ISAF?

Actually, I believe there is nobody around who really has the final answer to this question or can tell what is going to happen in those two areas. It seems that there is a chance to come to a solution in Kosovo, but whatever the final outcome, independence for Kosovo or a form of autonomy, it will only work if both parties, the Albanians as well as the Serbs, agree with it. And somebody will have to take responsibility to provide guarantees for whatever has been decided.

Afghanistan is even more complex.

A solution for Afghanistan is only possible if both missions, ISAF as well as Operation Enduring Freedom (OEF), are successful. Reconstruction and nation building are the key words, but they will only work when the Taliban problem has been solved. The military forces being part of ISAF and OEF are doing their utmost to provide a more safe and secure environment in which political actors can interact and work towards a final solution. If Afghanistan fails, it is not because of the military.



What motivates you?

I have been a soldier now for 38 years, and I still like what I am doing. I think that is the most important part. When you do something you really like, there is a high probability that you will be good at it. When you are good, you are successful. When you are successful, you like even more what you are doing. That is the first thing. The second is that as a Christian, I really believe that we all have to do what we can to make this world a little bit better. Especially in Kosovo and Afghanistan, this became once again obvious to me. And third, I really like to work with people, being part of a team. During my 38 years of service and in command positions from platoon leader to division commander, I have learnt that the most important precondition for success is to be accepted by your subordinates as part of the team. No commander, no leader can be successful without the support of his men. That means mutual trust, mutual respect and honesty.

How did you make the decision to join the Bundeswehr (German Federal Defence Forces)? Was there any person influential in pushing you toward becoming a soldier?

To be honest, I did not make a decision, at least not in the beginning. I joined the army in 1969 as a conscript soldier. I had no intention at all to stay longer. I just wanted to fulfill my obligation and serve my 18 months. I started thinking about staying in the army when my platoon leader and my company commander told me they thought I would be the right man for a military career. And when my girlfriend, we are married now for 38 years, agreed, I signed my first contract.

Can you tell us about your family?

I have two brothers and three sisters and I am the oldest. So, I was used to be in command. I am the first soldier in the family since Napoleon. There was a general by the name Korte on his staff, but I have no idea whether we are related in any way. I know my wife already from basic school. We are from the same village and got married when I was 20 and she 19 years old, even before I got promoted to the rank of Lieutenant. We are married

now for 38 years and have two daughters, 33 and 30 years old. The elder one works for the Ministry for Economic Affairs, and the younger one is a pediatrician.

How does your family deal with the risks you take during your mission and long deployments?

As do all families of soldiers, I suppose. They do not like it, they are worried, but they know and have accepted that it is part of my profession. After 38 years in the military you do not have to discuss this over and over again. They know that I do not take unnecessary risks and take care of myself. And we believe that we all are in the Lord's hands.

What are some hobbies and interests that you have?

I like reading. I read a lot. And, of course, I am a great football (soccer) fan. I have just finished reading Michael Gordon's "COBRA II" and Bob Woodward's "State of Denial" and have just started on Peter Watson's "Ideas", a book about the history of mankind from fire to Freud, based on ideas and how they have changed the world. And, as a German I like football very much. I have played myself for about 20 years and I watch the European football scene very closely. I am therefore happy that Viking Stavanger is still playing the first Norwegian league. My favourite team in Germany is Hamburg.

What music do you like?

Actually, all kinds of music; my favourites are classical music, Richard Wagner and Brahms, and country and western, Willie Nelson, Emmylou Harris, Linda Ronstadt and others. But, I also listen to pop music when I am in the right mood.

My last question is: how do you feel about coming to Stavanger, and your new mission as Director of the Joint Warfare Centre?

I was here in Stavanger in 2004 for the rehearsal of ISAF VI. At that time, the Norwegian General Thorstein Skiaker was in command, a classmate of mine from the CGSC in Ft. Leavenworth. We made a joke of me coming to Stavanger some time as one of his successors. So you see, never make jokes with serious topics.

But seriously, I am really looking forward to this new assignment. It is a challenging, important and interesting task. JWC has an excellent reputation in NATO. My predecessor, Air Marshal Peter Walker has no doubt done a great job. After only about five years in existence and in times of transformation, there is still a long way to go. I will do the best I can to meet the expectations and continue from where Air Marshal Walker handed over to me. We have a great team and as long as we act as a team, we will be successful and like what we are doing.

Stavanger is a great place to be. We have settled in and my wife, who will not be able to be here all the time, will join me as often as possible, and I will enjoy the city, the country and the people. ✨

Lieutenant General Wolfgang Korte, German Army, will assume command of the Joint Warfare Centre from the organization's outgoing Director, Air Marshal Peter B. Walker, British Air Force, during a ceremony at Ulsnes Training Facility, July 13, 2007.

General Korte assumes command of the Joint Warfare Centre following his recent assignment as Commander German Army Office, Heeresamt, Cologne. Lieutenant General Korte gained operational experience during his assignments as Deputy Commander Operations of Headquarters Kosovo Force (KFOR) in 2002, and Deputy Commander of Headquarters International Security Assistance Force for Afghanistan (ISAF) in 2004.



HONOUR AND FIDELITY

When they are about to sign up their first contract, the new recruits swear to serve the Forces with honour and fidelity. In 2007, is that promise still necessary?

By WO Jackie Guichard, FRA N
Admin Supervisor, DOS

Serving with honour and fidelity is an oath that many generations of new recruits have taken over the years when signing their first contract to serve within the Forces. Do these two criterias, honour and fidelity, have a recognized value among today's youth? Is this solemn vow still necessary in 2007?

Honour, a notion of mental dignity, underpins the consideration and respect, which one deserves from others or oneself. Fidelity, on the other hand, is not from the same semantic domain. It is more related with faith, belief, convictions or even customs. I will try to find what these words represent in the spirit of a youngster ready to join the Forces and if it is really indispensable to keep him taking the oath.

Honour may have a variable sense or direction, depending on the individual. It is a relative notion that is perceived in the most conservative fringe of any nation, as we can see in "honour, family, na-

tion" type. In politics, one could name it as "reactionary".

Honour is an essential notion in domains as different as the safeguarding of institutions, i.e. the Republican Law Code is a Code of Honour. Also there are Oaths of Allegiance with their chivalrous side that are pronounced to access certain job positions, i.e. police, law, administrations, elected seat where there are well defined rules of conduct, uprightness, sincerity, probity as well as oaths where man must behave as a "Man of Honour", such as the Hippocratic Oath for doctors. Once again, honour is essentially a mental notion. It is then questionable and needs to be used with care.

Admittedly, today, swearing to serve with honour might appear a little old fashioned. On the other hand, can we say that nowadays a teenager knows the correct meaning of known phrases such as, "He died on the Honours Field"; "He was hosted with the greatest Honours"; "He was buried with the full mili-

tary Honours"; "She fought fiercely for her Honour and her life"? Does the same teenager know that the words honourable, honesty, honest, have the same meaning like honour? That from honour comes honorary, honorific?

Today, young people see in honour a value of dignity or pride. They either distort or spoil its true signification.

On the other hand, the word fidelity has both faith and belief as part of its meaning. It is a spontaneous action, which is unconsidered. It is practically a domestic notion, a family daily rule when we say "I am loyal to my partner" or "I am faithful to my 6h45 daily train, which will take me to work". We could say that it is a small ordinary virtue, accessible to all.

For the teenager, fidelity brings the necessity of sincerity in both words and actions. It might too, as the word honour, sound a little out of date, particularly when it applies to emotional feelings. They do speak of fidelity, faith, but it is often in terms of consumption: like fi-





orders...”, (notion of Fidelity); “...for the good of the Forces and the success of the arms of our country”, (notion of Honour). It seems that these days one will join the Forces less by passion or voca-



tion than by interest or disappointment. The demand is bigger than the offer in this matter and the level of the selection has become higher. New recruits must gain consciousness of virtues such as **“Honour, Value, Country, Discipline”** for which they sign up. It is also a duty of memory, respect and recognition for more than sixty years after the Second World War, towards those who regain, sometimes by the sacrifice of their lives, the sullied Honour of Europe. Within today’s modernity and very capable and professional Forces, the notions of honour and fidelity could slowly get lost. Yet, they must be integrated in the engagement process for their patriotic aspect.

delity to a product, to a brand or even to a television program. But should not honour and fidelity be the essential qualities for one who wants to serve his country?

I believe that no one can pretend to be a warrior, at the noble sense of the word, if he does not have honourable conduct. From the sense of honour comes all the virtues. It demands the respect of the mentality code, and the search for an ideal of dignitary and respectable behaviour. It is also conditioning our attitude and conduct towards others.

There is no honour without fidelity, and loyalty towards ideals and those who share them, as is the case in the Armed Forces. Fidelity symbolizes the unavoidable need to keep one’s word and for our concern, to fulfil our engagement. If these two notions are different, then they can be combined. They are consubstantial criterias: Honour with individual and temperamental virtue and innate value; and fidelity with the secure rule of order, respect, value to acquire and to gain.

Thus, in the Change of Command Ceremony of the French Navy, we find these two notions in the official speech addressed to the crew members: “You will obey him (the new C.O.) in all his

To keep our Forces obeying to the orders, listening to our Nations and be ready for the supreme sacrifice for their safeguarding, YES, it is necessary to teach our new recruits, the sense of these fundamental values of civilization that are honour and fidelity. ✦



“ Within today’s modernity and very capable professional Forces, the notions of Honour and Fidelity could slowly get lost.



WO Jackie Guichard (left) and ACT’s former Senior NCO Steven Wacker during a seminar at the JWC in 2006. ACT is concentrating on developing product and a way ahead for NCO development.



Team building

PART I

By Lt Hilmi Ozdemir, CG/DOS, JWC and Ltjg Aysegul Ozdemir,
Turkish Navy

In our time, organizations often become too complex for both their leaders to run, and employees to work efficiently and effectively. Among those organizations, military organizations are somewhat different from others by their unique characteristics such as size in human capital and inventory, budget, stakeholders, structure, mission, product, process, performance criteria, work environment, etc. Hierarchy, standing operating procedures, seniority, and military discipline manage nearly everything in the military organizations. Herewith, these organizations work in both peacetime and contingency to be able to produce security that satisfies their stakeholders, especially external ones, within a limited budget.

It is obvious that military budget cuts take place in almost every country. Captain D. Michael Abrashoff defines this situation in his book, which was published in 2002 and titled "Management Techniques from the Best Damn Ship in the Navy – It's your Ship". This gives us the view of the United States Navy: "Like most businesses, in the Navy there is no fat left on the bone. We no longer enjoy having extra people hanging around to take up slack. We have to get the mission accomplished with limited resources. The only way to do is with a ruthlessly efficient organization".

This means these organizations shall always produce high quality products with less money. That is why they always have to find a better way to manage their resources (money, manpower and personnel, equipment, time), organizations and processes effectively and efficiently.

In order to be effective and efficient, millions of different management techniques are used depending on the characteristics of the organizations and the

current work environment. However, we see some commonalities in almost all these techniques. These are most commonly used terms such as group works, team, team building, team spirit, and likely terms among personnel and within documentations. We can say that these terms are almost inherited in the military organizations. There might be some good reasons for using these terms everywhere in the military, but the crucial question is what those terms really mean.

In order to be effective and efficient, millions of different management techniques are used depending on the characteristics of the organizations...

Definition of Team

The terminology is important: when we are undisciplined in our language, we become undisciplined in our thinking and actions (Katzenbach J.R.1997). Lack of common understanding on the terms and definitions is the biggest constraint when we work in a project, or do a research or study. Sometimes, it turns out to be more than just a constraint, but a showstopper. It is true for almost most of the big organizations. And, Fleet Command is just one of them. There-

fore, it is very crucial to clarify the terms and definitions in advance. Generally, the solutions to the most of the challenging problems simply lay in well-defined terms and definitions. The Learning Lexicon defines the term of team as something that "can be traced back to the Indo-European word *deuk* (to pull); it has always included a meaning of pulling together. The modern sense of team, a group of people acting together, emerged in the sixteenth century."

It will be useful to take a quick look at the origination of the team idea in modern meaning. Dyer's book "Team Research and Team Training: A State-of-the-Art Review" helps us understand the history of the teams. The emergence of the team idea can be traced back to the late 1920s and early 1930s with the now classic Hawthorne Studies. These involved a series of research activities designed to examine in-depth what happened to a group of workers under various conditions. After much analysis, the researchers agreed that the most significant factor was the building of a sense of group identity, a feeling of social support and cohesion that came with increased worker interaction.

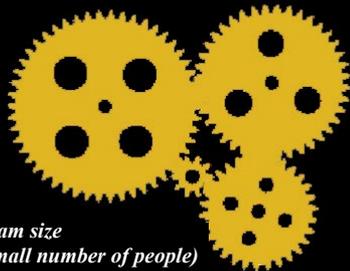
There is no universally accepted team definition. Everybody defines teams based on his perspective by emphasizing the aspects of the teams that are considered most important. However, we will use a single team definition throughout the study in order to help readers understand more easily and be more consistent. "A team is a small number of people with complimentary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable." (Katzenbach & Smith, 1993)

This team definition phrases above



Common purpose
 Common performance goals
 Common approach

Mutual Accountability



Team size
 (small number of people)

Complimentary skills

and beyond an everyday definition. It brings all significant aspects of the team building process out to the surface. Another important point is that the inevitable integration necessity among these aspects. We demonstrate this integration in schematic way with the figure on top, and advocate using the metaphor "team like a gearbox". We believe that verbs like combine, merge, align, and coordinate are not powerful enough to express the actual meaning of integration. That is why we choose to use term of gearbox in order to transmit our definition to the readers in a correct way.

To be able to talk about a real team, we need to have all these aspects working together with harmonization. None of these aspects is more important than the other. Each one of them is necessary from team building and team performance point of view.

At first glance, team size looks like a negligible aspect among other aspects. We advocate just the opposite idea. The number of people in a team really matters to be successful in other aspects of the team. Sometimes the size issue can be the key for success and have significant impact on the overall results.¹ There are three factors that are important to the structure of successful teams. First, successful teams contain smallest number of members necessary to accomplish goals and tasks (Wheelan, 2005). Evan Wittenberg, director of the Graduate Leadership Program in the Wharton School of the University of Pennsylvania, notes that team size is "not necessarily an issue people think about immediately, but it is important".

"The size question has been asked since the dawn of social psychology,"

says Jennifer S. Mueller, Wharton Management Professor, recalling the early work of Maximilian Ringelmann, a French agricultural engineer born in 1861 who discovered that the more people who pulled on a rope, the less effort each individual contributed.

Ringelmann's famous study on pulling a rope, often called the Ringelmann effect, analyzed people alone and in groups as they pulled on a rope. Ringelmann then measured the pull force. As he added more and more people to the rope, Ringelmann discovered that the total force generated by the group rose, but the average force exerted by each group member declined, thereby discrediting the theory that a group team effort results in increased effort. Ringelmann attributed this to what was then called "social loafing", a condition where a group or team tends to "hide" the lack of individual effort.

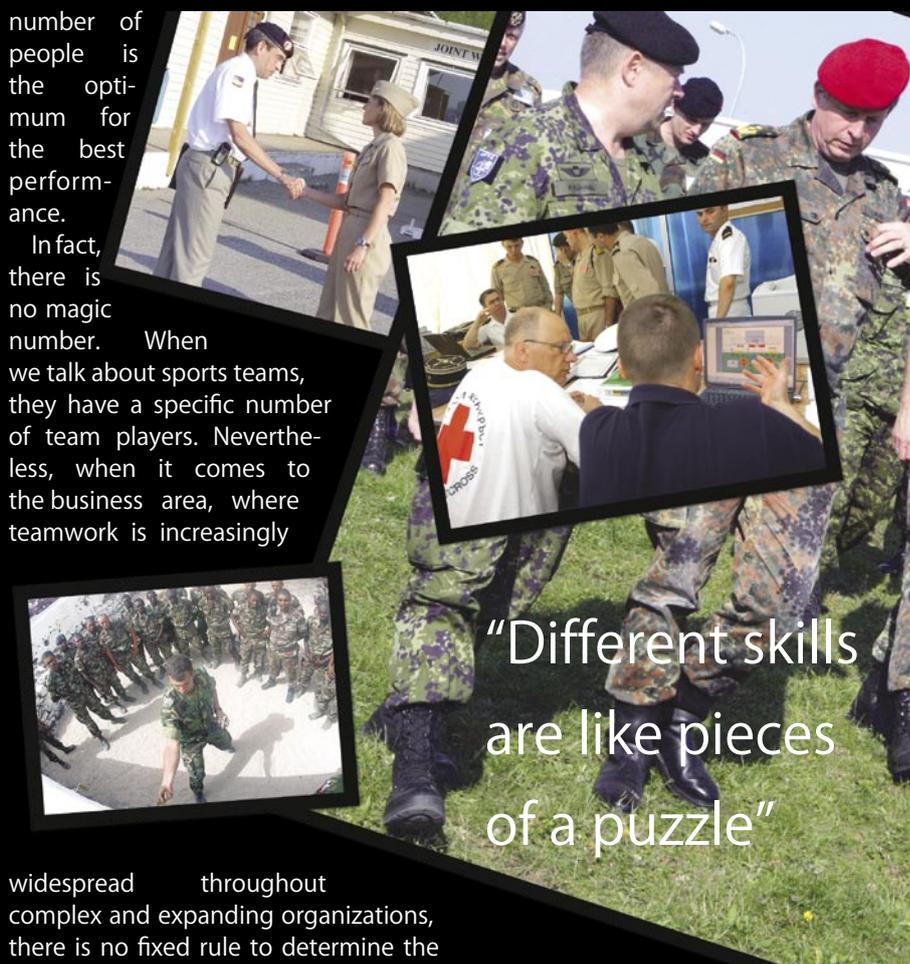
Some researches say five to seven, while others say five to nine, or nine to twelve number of people is the optimum for the best performance.

In fact, there is no magic number. When we talk about sports teams, they have a specific number of team players. Nevertheless, when it comes to the business area, where teamwork is increasingly

optimal number to have on each team. Each team may be in different size based on the type of task, performance, and skill requirements. Most experts recommend a range between two to seven, unless there is a pedagogical reason to make the team larger. When the team has more than nine members, sub-groups will form within the team. On the other hand, if the number is too small, then there may not be enough "peer pressure" to enforce that all members complete their work. However, we can say that the teams with small number of people obviously perform better than the teams having many people in it.

Katzenbach and Smith describe the disadvantages of large number of people teams as follows:

"Large groups face logistical issues like finding enough physical space and time to meet together. They also confront more complex constraints, like crowd or herd behaviours that prevent the intense sharing of viewpoints needed to



"Different skills are like pieces of a puzzle"

widespread throughout complex and expanding organizations, there is no fixed rule to determine the



build a team. As a result, large groups tend to settle on less clear statements of purpose that, typically, get set by the hierarchical leaders, and they look to teamwork values as their working approach."

Too often people may think that "getting along" is the most important feature of a team. While it is true that team members must work together, being friends is not the key issue. In contrast, great teams accomplish their work largely because the teams bring together the right mix of different skills and understandings. Most of the world-altering inventions of the twentieth century emanated from groups of people with complementary skills - not just the inventor toiling as a lone genius (Leonard and Swap, 2005). When we say complementary skills, we talk about "building a relation between two opposite states or principles that together work for the same goal".

Complementary skills provide synergy when the team is diverse and various ideas and multiple skills are combined. If the team is composed of similar individuals, we limit the number of solutions for creative problem solving. Synergy refers to the phenomenon in which two or more discrete influences or agents acting together create an effect greater than that predicted by knowing only the separate effects of the individual agents. Synergy usually arises when two persons with different complementary skills cooperate. In business, cooperation of people with organizational and technical skills happens very often. In general, the most common reason why people cooperate is that it brings a synergy².

On a more psychological level, conflict is necessary for the establishment of a safe environment. While, at first glance,

Synergy usually arises when two persons with different complementary skills cooperate

this may seem paradoxical, conflict is helpful to the development of trust. Thus, marriages become more solid and real after the first fight. It provides energy, a shared experience, and a sense of safety and authenticity, as well as allowing for deeper trust levels and collaboration³.

"To be a successful entrepreneur, one needs to be mature, disciplined, and should always listen to others", Mr. Pramod Haque, Managing Partner, Northwest Venture Partners, said. Successful entrepreneurs know that they need to have complementary skills. If not, they would fail in their business. They also have great abilities to articulate and are passionate about their vision. Some of the businesses have in fact failed because the companies' founders were all engineers and did not have management or marketing professionals, he said at the ICICI Venture-CII Connect 2006 Entrepreneur Awards⁴.

Katzenbach and Smith put team skill requirements into three categories: These are technical or functional expertise, problem-solving and decision-making skills, and interpersonal skills (risk taking, helpful criticism, objectivity, active listening, giving the benefit of the doubt, support, and recognizing the interests and achievements of others). It is significant to have these skills to some extent at the outset of the teambuilding. However, we need to give some credits to learning and improving these skills throughout teamwork where there is a potential.

We need to focus on and appreciate the different perceptions that people bring to the team, rather than just applauding commonalities. Recognition of different skills adds more to the team's strength. Different skills are like pieces of a puzzle. The real issue over here is to build the puzzle by using the right piece at the right place and time.

Katzenbach and Smith argue that "for a real team to form there must be a team purpose that is distinctive and specific to the small group and that requires its members to roll up their sleeves and work together to accomplish something beyond individual end-products". Common purpose is the driving force of teams. We come together to discuss what the team stands for, which is the

reason of the team's existence. We also articulate a purpose that we can commit to, a purpose that makes all our teamwork meaningful, and a purpose that has ownership by all individuals. Teams need to revisit the purpose periodically to make it more relevant as the teams develop.

Common purpose transforms a group into a team, and without understanding and commitment to that purpose, all attempts to improve teamwork will have limited value. If any one member fails to perform his role then it can hinder the achievement of that purpose. Even if the members fulfill their individual roles yet the team does not work synergistically, then they may not fulfill their potential or achieve as much as they could. If we want to improve teamwork, the most important foundation we need to lay is that of common understanding and commitment to the shared purpose⁵. "If you want to climb the ladder, you have to do more than your specific job; you have to do things that affect the lives of others in the organization," Abrashoff writes.

One of the characteristics of high performance teams is that members agree with the team's goals. That means they think the goals are important, reasonable, and attainable and will benefit the team as well as the organization (Wheeler, 2005). Specific performance goals are embedded into purpose. One does not mean anything without other.

Performance goals, what the team is meant to achieve, are the translation of the purpose into tangible aims. Andersen (2005) defines the performance goals by listing below generic characteristics from project management point of view:

- 1) Goals are concrete deliverables.
- 2) Goals need to be measurable so that progress towards achieving them can be monitored and results confirmed. Goals help us determine the performance of the project. If a goal sets out what the project is supposed to produce, the specifications, costs and timescale, it should not be difficult to say whether the project did what it was supposed to do.
- 3) A goal must always represent a commitment; otherwise it is pointless.
- 4) To express an activity as a goal is not a good approach. A goal should express the desired outcome.



5) Main goals can be divided into sub goals, and a sub goal can include several performance targets.

6) Goals need to be challenging, but not impossible to achieve.

In "Why Teams Don't Work", co-authors Harvey Robbins and Michael Finley wrote the following: "John F. Kennedy said, 'We will put a man on the moon.' That sentence explains almost everything you need to know about leadership and goals. It is clear. It is significant. And, it engages."

Teams need challenging and well-defined performance goals. Performance goals are the acting, moving, and energizing force of the team. Meaningful goals are the key factors that foster the hard work and they are necessary for success. When challenging goals are set, the team will mobilize its efforts to find innovative ways to achieve feats that may have been considered impossible. Providing a challenging goal is the most important motivator to sustain team effort. Goals provide a sense of direction to the team so that when conflict occurs it is possible to channel the conflict more constructively by returning to the goals for direction. The more people know what the goals are, the better buy-in and results we can get. According to Katzenbach and Smith, the good reasons to have specific goals are:

1) They define a teamwork product that is different from summation of individual job objectives.

2) They facilitate clear communication and constructive conflict within the team.

3) They help teams maintain their focus on results.

4) They have a leveling effect that is beneficial to team behavior.

5) They help individuals build commitment by allowing the team to achieve small wins.

6) They are challenging.

Common approaches are the way team members agree on how they will work together in order to accomplish their purpose. Having had a common approach, team members will have a shared understanding on how to perform their role and perceive the other team members' roles. Each team needs to agree on a common approach to ensure that all

team efforts are purposeful and that all team members contribute to the work.

Common approach is like a rudder on a ship that helps us drive the ship to the defined destination point (purpose) by following the accurate courses (specific goals).

Navy Commander Abrashoff argues communicating purpose and meaning on a ship: "the whole secret of leading a ship or managing a company is to articulate a common goal that inspires a diverse group of people to work hard together. That is why my sailors got a purpose that transformed their lives and made the ship a composite of an elite school, a lively church, a winning football team, and, best of all, the hottest go-to ship in the Navy".

The last part of the definition focuses on holding team members accountable for their contributions to the team. This is no easy task. This aspect of the team includes commitment to the common performance, goals and approaches, and building mutual trust within the team. Mutual accountability grows naturally as the team performance increases. We believe that Abrashoff's unity discussion in his book can give a good summary for what we have discussed under team definition title so far. He says, "If you surround yourself with people exactly like yourself, you run the dangerous risk of group-think, and no one has the creativity to come up new ideas. The goal is not to create a group of clones, culturally engineered to mimic

one another. Rather, unity is about maximizing uniqueness and channeling that toward the common goals of the group. Too often individuals champion their individuality as an excuse to do whatever they want, whenever they want. That is no formula for success in battle or in business."

Article will continue in October issue of The Three Swords.

Acknowledgements:

1 "Is your team too big? Too small? What is the right number?" Published June 14, 2006 in Knowledge and Wharton at <http://knowledge.warton.upenn.edu>

2 "Synergy" Chapter from Wikipedia

3 "Creating Effective Teams, Chapter 2, Susan A. Wheelan

4 Mr Hague, in 2004 named by Forbes as the number-one venture capitalist based on performance over the last decade.

5 Team building - A complete guide from www.teamtechnology.co.uk



Multivariate Analysis of the Complex Emergency Operation



“The population, often in a state of shock and hoping for a radical change to the situation, is at best open-armed and, at worst, expectant”

By CDR Dr Dusan Marincic, Slovenian Army
Joint Training Development Division, Subject Matter Expert, JWC

Introduction

At the beginning of 21st Century, the International Community is dominated by the democratization of information, technologies and finances.¹ Security threats to contemporary society are not only military but also political, cultural, environmental, economic, demographic and others. Because of these threats, complex emergency operations are dynamic non-linear processes in which the International Community, with the help of military forces, rebuilds fundamental societal values and norms. The definition² of a complex emergency operation (CEO) used in this article is “an operation to address a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing United Nations (UN) country program.”

The term CEO encompasses peacemaking, peacekeeping, societal reconstruction, disaster relief operations and their combinations. Such complex emergencies are typically characterized by: extensive violence and loss of life; massive displacements of people; widespread damage to societies and economies; the need for large-scale hu-

manitarian assistance; the hindrance or prevention of humanitarian assistance by political and military constraints; and significant security risks for humanitarian relief workers. The basic requirements of CEOs are: a strengthened military capacity, the need for coordination between different organizations and the creation and maintenance of safe and secure environment by military forces to allow humanitarian help and societal rebuilding of the affected area. Despite non-linearity, each CEO has a development cycle with specific phases: identifying root causes of conflict; decision making process for intervention; planning and execution and assessment of the CEO in the area of operation³.

Assessment of CEOs has been conducted via observation and systemic analysis of the effects on essential societal security dimensions of the affected society. A systemic approach enables common understanding of the situation and operational planning in line with the needs of local authorities and population.

Potential of Societal Security Dimensions

A systemic approach towards a complex emergency situation has enabled the International Community to recognise the crisis area, gain an understand-

ing of root causes and implement the decision-making process for intervention and planning for execution of operation in a timely manner. Wherever CEOs are employed, the International Community's efforts are affected by many internal and external influences. Those influences include local politics, media, population demands, different international organizations (IOs), and non-governmental organizations (NGOs), just to mention a few. Right or wrong, the International Community is sometimes blamed for its failure to create a stable and secure environment. Examples like Kosovo in the Balkans, and more recently Afghanistan and Iraq indicate that despite all efforts by the International Community, a permanent solution to conflict situations has not yet been achieved.

Rebuilding societies is one of the most complex and important challenges the International Community faces today. It is absolutely critical to identify a proper methodology for the achievement of the desired end-state of a return to normality in a more efficient way and ensure the future commitment of the International Community to solve challenges elsewhere. Normality in this context includes a sustainable security, reconciliation and a structured society, which guarantees the basic needs of the local population.



The theoretical systemic model (Figure 1) shows three key systems that have an impact on CEOs: the International Community, the Area of Complex Emergency and Peace Forces. International and national societal environments influence the structure and activities of Peace Forces. During decision-making processes concerning interventions, the Security Council (SC) considers the different options available as a security instrument of the UN, which often consists of military, police and civil components. Military forces play an essential role in complex emergencies, not only for establishing a safe and secure environment, but also in enabling other institutions to fulfil their duties as required. This demands a mutual understanding of each other's capabilities, strengths and weaknesses. So far experience has shown that cooperation between the different entities in a conflict area is not effective. A clear distinction between roles, tasks and responsibilities does not exist, nor does an integrated body that could enhance cooperation well before a conflict emerges. A more structured approach is therefore essential to achieve sustainable development for an affected society, based on a return to normality, which is the desired end-state. A proper analytical methodology for better understanding of the area of CEO has therefore become a necessity.

My proposal is to use multivariate analysis of available indicators in the area of CEO. The methodology consists of systematic collection and analysis of empirical data about various security dimensions. The results of multivariate analysis will help explain the interactions and relations between structures, events and processes.

To achieve desirable effects of CEO in the area of interest it is necessary to coordinate local needs, international capabilities and local capabilities for reconstruction. The need of societal reconstruction could be explained by the "Triangle of Societal Reconstruction" (Figure 2), where societal reconstruction (SR) depends on international capabilities (IC) and local capabilities (LC) or with descriptive formula $SR = IC + LC$. These three elements form the triangle of soci-

etal reconstruction in the area of CEO.⁴

With the good knowledge about societal security dimensions in the area of CEO (economy, demography, governance, landscape and environmental issues) the International Community can successfully monitor crisis areas through different phases: root causes, decision to intervene, planning and execution of CEO and analysis of efficiency of CEO (Figure 1). Collected data are analysed by a reactive model, which enables assessment of effectiveness of peace forces, and produce measured effects on Local Capability for Societal Reconstruction.

Despite the global dimensions of contemporary security, the national (state) dimension remains a key factor: the state ensures security to its own citizens with an active national security system. The effectiveness of this state is not only measured by the level of protection of its own fundamental societal values from external and internal threats, but also by the ability to provide economic, political, scientific, technological-technical, social, cultural, ecological and other well-being issues for the population. Above all, the effectiveness of the state is measured by its ability to encourage sustainable development. The fundamental structural elements of a national security system are the operational capabilities of the society that can provide its own security. Contemporary political science has

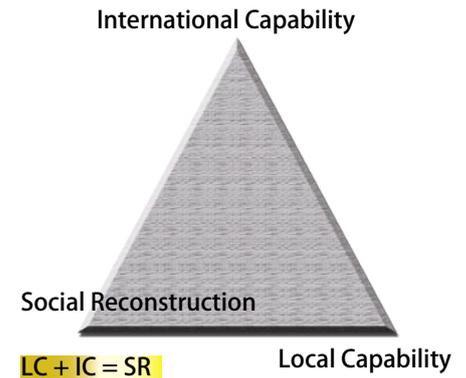


Figure II: Triangle of Societal Reconstruction

recognized the municipality/province as the main local governance entity, which is needed to enable the overall societal security for its own population. Holistic societal analysis requires the proper selection of demographic, social, political, economic and environmental variables at the municipality/province level in order to measure the potential of each security dimension and Local Capability for Societal Reconstruction as a whole.

At the centre of the peace forces and others' preoccupations, the population constitutes a major player in stabilization. The support of the local population for the activities of military forces is therefore a prerequisite to success in stabilization. Hearts and minds must be won in the period immediately after the deployment of forces, which is a



Figure I: Theoretical Systemic Model of CEO

The decision to intervene



Afghanistan: New Security Dimensions

very small window of opportunity. The population, often in a state of shock and hoping for a radical change to the situation, is at best open-armed and at worst expectant. In a situation where the social structures are often degraded and where the state apparatus is in decline, or has even disappeared, formal and informal networks quickly arise and fill the administrative and security gaps. In order to increase efficiency of CEOs, we need to establish new methodical and applicable forms of cooperation, coordination and analysis in the areas of CEO. The expected outcome includes recommendations for better results that are necessary for societal reconstruction of the affected society.

Case Study Afghanistan

For proper risk and capability assessment of local authorities it is necessary to determine functions and societal areas for analysis. They could be connected with the object of risks, areas of risks and how the local authorities are dealing with possible threats and developing their own skills for decreasing vulnerabilities. Vulnerability of the local community is in correlation with its capabilities to manage complex security conditions and therefore also level of survivability for the population. Local authorities with acceptable level of vulnerability

could be defined as capable and flexible enough. The most appropriate statistical methods for multivariate analysis of local capability are cluster analysis and factor analysis that allow the researcher to define typology and clusters of municipalities/provinces by groups of variables.

I did investigate local capabilities for societal reconstruction in 34 provinces of Afghanistan, at the end of 2006. Variables for secondary analysis were collected from open sources on the Internet, data from the Statistical Office of Afghanistan, the Afghanistan Information Management Service, ISAF HQ, UNHCR, UN Office on Drugs and Crime and from some other humanitarian organisations. For populating the multivariate analytical model, the province was used as a basic, two dimensional statistical unit that was defined by the name and size of the area.

All 34 provinces were compared by 42 variables structured as follows: Nine demographic, 10 social, 11 economic, six political and six environmental variables. With the help of statistical computer software SPSS 11.0 it was possible to compare similarities between provinces by descriptive and numerical variables.

Cluster analysis produced a clear picture of three distinctive groups of provinces (Graph 1): one (Kabul) very capable, four (Balkh, Herat, Kandahar, Nangarhar)



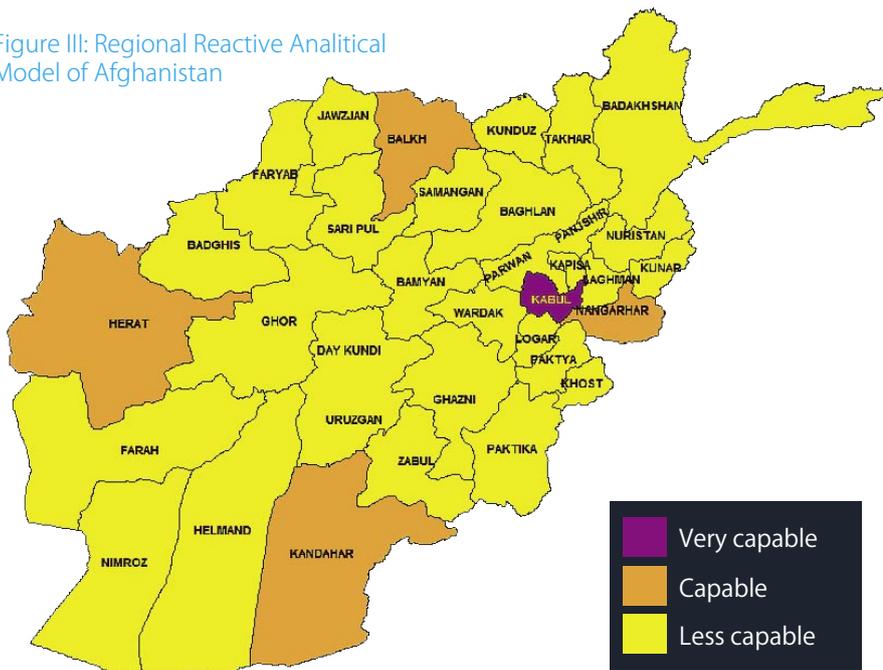
capable and 29 less capable for self sustained societal reconstruction.

Kabul had the highest level of measured variables above statistical average, which is twice as good as the second capable group of four provinces. 85 percent of the provinces in Afghanistan showed levels of societal dimensions below statistical average. They would require additional international capability for sustainable development. With the cross tabulation of two variables Province and Local Capability for Peace it was obvious which province belongs to which distinctive group.

These results can be visualized by the GIS layer (Figure 3). Cross tabulation that allows the researcher to compare Local Capability with the single indicator of societal dimensions in order to produce short term planning for Peace Forces activities. For long term planning the factor analysis showed two main factors or latent variables **Societal Development**, and **Black Economy/Insurgency**.

Cross tabulation between Local Capability and the two most influenced factors is explained by 43.9 % of variance, thus showing ways for the International Community to correctly address the complex situation in Afghanistan. Kabul is clearly the most developed province in the country. The intention of International Community should be to bring the majority of provinces to the top left quadrant with the high Societal Development and weak Black Economy and Insurgency. Recent research of public opinion made by UNODC in 508 villages in all 34 provinces discover that in 95,3 % cases the main reasons for black

Figure III: Regional Reactive Analytical Model of Afghanistan



economy are linked to the social and economic dimension. Local authorities are not capable to deal with the poverty and severe poverty in the country.

Conclusions

Systematic data collection and multivariate analysis of security dimensions in the area of complex emergency allows the International Community to carry out a quantitative assessment of short and long term effects of CEO. This methodology has so far been used on Computer Assisted Exercises (EURASIAN STAR 04, VIKING 05) for analysis of the efficiency of peace forces in a synthetic environment. With the holistic approach to the Local Capability for Peace in the real operations environment, it would be possible to react in a more timely manner and with appropriate international forces and measures to increase the capabilities of the International Community. In addition the applied methodology of multivariate analysis, as a contemporary science, can transparently improve living conditions for the affected population and enable sustainable development of the society as a whole. ✦



Photos by ISAF HQ

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Script Refinement at ISAF Headquarters

By LCDR Jonathan B. Baron, USA N
Joint Exercise Division, JWC

THE Joint Warfare Centre delivers training to staffs deploying to NATO's International Security Assistance Force (ISAF) Mission in Kabul, Afghanistan. JWC ISAF Training Events occur up to three times a year. ISAF Training Event 07-02, the second of three ISAF Training Events this year, is scheduled to occur at the Ulsnes Training Facility in July. ISAF Training Events are delivered in a scenario based format and is unique in that the exercise scenario is drawn from "real world" current operations.

The core of this training event is an exercise script. To deliver the best possible training, JWC embarks on a rigorous months-long script development process. Subject Matter Experts from JWC, other NATO commands, International and Non-Government Organizations lend their expertise to this process. They consider diverse factors ranging from the number and composition of the training audience to current and future



On 23 May, a bomb attack in north-western Afghanistan killed first Finnish soldier and wounded three Norwegians. Picture is taken during the ISAF recce.

operational plans, producing a scenario mimicking the real-world as closely as possible, while simultaneously achieving specified training objectives. Once a draft of the script is produced, it must be refined and validated.

To ensure that the script meets current and projected training requirements, a JWC team composed of eight military and one civilian member from eight countries recently traveled to ISAF Headquarters in Kabul to refine and validate ISAF Training Event 07-02's script.

In addition to script refinement and validation, the team gathered valuable insights into the inner workings of ISAF Headquarters, useful for future script development. With the full support of ISAF Headquarters staff, the JWC team validated and finalized ISAF Training Event 07-02's script, no doubt ensuring the success of the exercise. ✦

During the eight days and seven nights of the exercise, the EXCON worked extremely effectively, using what is probably both the best-developed exercise play and feedback structure that JWC has created to date.



EXERCISE STEADFAST JACKPOT 07

By Wg CDR Andrew Jones, GBR AF
Exercise Project Officer, Joint Exercise Division, JWC

As Stavanger basked in unseasonably warm early June sunshine, a considerable part of JWC, augmented by chosen men and women from all over NATO, decamped to Ulsnes Training Facility in support of Exercise Steadfast Jackpot 07, the latest in the Steadfast series of NATO exercises. Jackpot 07 was designed as the evaluation and certification exercise for the ninth rotation of the NATO Response Force (NRF) and its parent Joint Force Headquarters in Naples. Across Western Europe, over 2000 personnel, training audience, Exercise Control (EXCON) staff and analysts alike, converged on six European sites to participate in this synthetic, computer assisted, command post exercise, designed to simulate the challenges and issues of



commanding and controlling all the elements, the 20,000 plus personnel and multinational capabilities, of a full NATO Response Force.

After two days of intensive EXCON training, Ulsnes witnessed the now familiar farewells and parting shots as the various training, experimentation and role-playing teams dispersed from Stavanger to merge with the training audience at six exotic exercise locations in Italy, Spain and Turkey. JFC Naples despatched its Deployable Joint Task Force Headquarters (DJTF) and its Joint Logistics Support Group (JLSG) to Persano, an austere military camp two hours south by road from its own Headquarters in Naples. Naples itself would operate in a reach back capacity, and would also host the UK Maritime Force acting as Maritime Component Command. NATO Rapid Deployable Corps - Italy, the Land Component Command, operated from its home base in Solbiate Olona, and the Air Component Command from its home back at Izmir; the Combined Air

Operations Centre at Poggio Renatico was also utilized. The Spanish Special Operations Contingent Command operated from Alicante, and JWC was represented at all these locations.

The scene was set, and with the Director and many of the JWC senior leadership departing this summer, Jackpot 07 provided an excellent opportunity to conduct a handover in an environment where the incoming leaders could observe the JWC team operating flat-out in their primary role.

During the eight days and seven nights of the exercise, the EXCON worked ex-



JWC EXCON

Ulsnes



tremely effectively, using what is probably both the best-developed exercise play and feedback structure that JWC has created to date. The Exercise Centre (EXCEN) controlled and simulated, the trainers trained NRF staff, the experimenters experimented and integrated new NATO capabilities, and the training audience was challenged by more than 1,100 beautifully crafted injects designed to ensure the training objectives of the NRF were met. JWC once again demonstrated its level of expertise in building operational level, decision making exercises.

Jackpot 07 saw a number of new developments in NRF exercises. It was the first Steadfast Series Exercise to be fully evaluated by the Operational Preparation Directorate (OPD), a new organisation based in Lisbon, Portugal, set up specifically to standardize and evaluate NRF training. And so, for the first time, JWC Observer Trainers were asked to disengage before the End of Exercise (ENDEX), and to step back and watch as

the training audience came under the close scrutiny of the Evaluators.

Jackpot 07 also witnessed the first integration into NRF training of two new and exciting NATO entities, the Intelligence Fusion Centre (IFC) and the Joint Electronic Warfare Core Staff, both based in the UK. These two organisations simulated and role-played their own capabilities within the exercise, in order to increase awareness and understanding of their capabilities amongst the NATO Headquarters they have been created and tasked to support.

JWC itself created a robust White Cell, a group of role-players brought together to replicate the non-military players in the scenario, the UN, International & Non-Governmental Organisations, and the fictional governments of the countries depicted in the scenario. The role of the White Cell is growing business, as NATO attempts to better prepare its commanders to operate in the civil-military environment. Jackpot 07 was

also the first use of the Mada scenario, developed from the 2006 Mada Verde scenario, but again concentrating on a humanitarian crisis resulting from territorial disputes based on ethnic division and conflict, and representing a significant risk to regional stability.

Jackpot 07 was a 24/7 exercise. JFC Naples specifically requested 24/7 play after experience of extended-day internal training. The relative pros and cons of exercising 24/7 will be long debated, getting Headquarters to get the right balance of day/night operations during exercises proving one of the enduring challenging aspects of the 'Train as you Fight' mantra. The complexities of providing high bandwidth communications between an austere deployed location and six other Communication Points of Presence was also well demonstrated.

What should JWC take forward from this exercise? Well, after a long and protracted exercise planning process and a series of internal and JWC supported





training exercises, JFC Naples was provided with a realistic and robust simulation of operational issues and conditions. EXCON training was considered a step forward from previous iterations, with more practical, hands-on instruction replacing many theory-based presentations, and a new Mini-Exercise designed as a consolidation of the EXCON training rather than a rehearsal of the first day of the exercise. Jackpot's leaner, meaner EXCON structure will have to be the way forward given the JWC's increasing mandate. Exercises increasingly concentrating on civil-military interaction rather than wide scale warfighting means that JWC must continue to build on its ability to assemble expert White Cell representation.

Real Life support for Jackpot 07 was again excellent, with seamless administration providing a welcome and pleasant surprise to old hands as well as Ulsnes first-timers.

From the JWC exercise planner's perspective, Jackpot 07 was a great success.

And, if you really do have to spend 14 hours a day in an exercise environment, then Ulsnes Training Facility under endless blue, Norwegian summer skies is a very agreeable place to do it. ✨

Jackpot 07 was conducted by Allied Joint Force Command Naples. JWC's training, experimentation and role-playing teams merged with the training audience at six different exercise locations.



NATO TRAINING

hits the road...

The military officers peer intently at the projected map at the front of the small auditorium. Before them lies the strategically important island of Mada off the coast of Africa in the Atlantic. After being briefed on the escalating tensions on the island between the nations of Vastate and Laprep, the officers begin planning their first moves. Do they send in a large armed contingent? If so, where and when? Would it be more prudent to prop up the shaky government of Laprep by merely sending in supplies and advisers? The situation is clouded by a lack of current intelligence; the problems are not always clear, nor are the solutions. Still, a plan must be devised - and soon - and all parties involved must sign off on it.



By Cmdr. Jeff McAtee, USA Navy, SAC-T,
Det. 113, Battle Creek, Michigan

THE island of Mada is not real, of course, and the participants at the recent NATO Operational Planning Process exercise in Battle Creek, Michigan were not planning a real operation.

But they might have been.

The system of developing plans for this exercise scenario is the same for real-world NATO operations. Operational Planning Process (OPP) is similar to the United States military's deliberate planning process, outlined in the Joint Operation Planning and Execution System. OPP consists of five planning stages, with each stage broken down into several steps. These steps are then translated into various tasks and output. The planning process works not only for offensive military operations but also for humanitarian efforts.

This type of training exercise is not new; it has been utilized for years at NATO schools and the various war colleges. What is uncommon, though, is its location and duration. This exercise, sponsored again this year by Supreme Allied Command Transformation (SACT), Detachment 113 of Battle Creek, was held at the Michigan Air National Guard Base over the regular drill weekend of

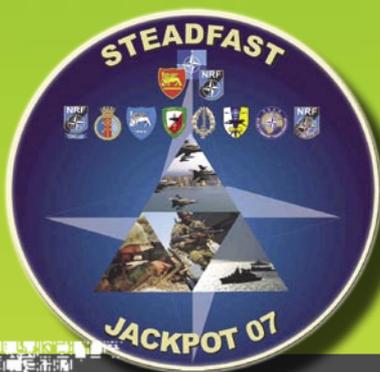
April 21-22. And it was not some generic, esoteric training plan. The scenario used here is the same as the upcoming NATO exercise (dubbed STEADFAST JACKPOT) in which many of these Reservists will participate in Europe this June.

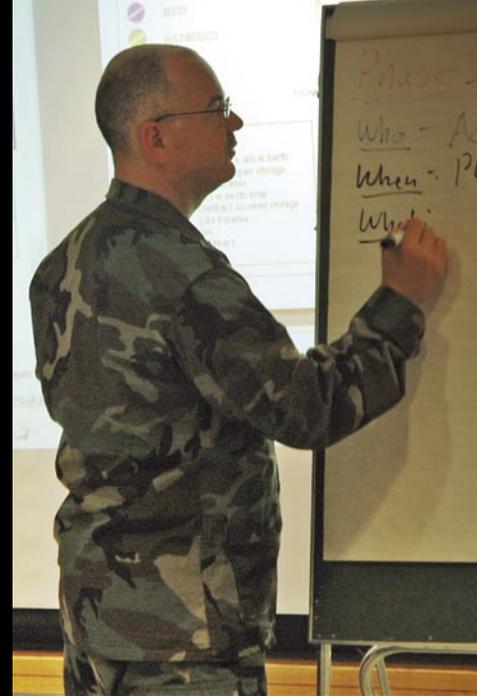
Lead facilitator Lt. Col. Bridget Powell, USAF, describes this custom tailored exercise as "just-in-time" training. She did not have to invent anything new. She simply pulled various elements from existing programs and briefs, and used the basic exercise scenario from STEADFAST JACKPOT.

"The hope is, even if this is not exactly what they will be assigned to do in the exercise," Col. Powell said, "the familiarity with the scenario and the training that they have gone through will put them a step or two ahead of the game than they would have been otherwise."

The observation that Reservists are often at a disadvantage in large-scale operations and exercises was a recurring theme among participants.

As Lt. Col. Powell explained, "Too often, what happens with Reserve Components is, they do not get to go the initial planning conference or the mid-planning conference or any of that. They are just plopped in there and expected





to operate. And this training gives them a bit of an advantage."

In all, 17 Navy Reservists took part in the exercise. Five units were represented from as far away as Washington, D.C. and Salt Lake City.

Lt. Cmdr. Harry Knight from SACT Det. 106, Washington, D.C. found the training useful and of high quality. He thought it even rivaled the course he took at National Defense University in Norfolk, Va. "It is a little more hands-on than normal classroom exercises," Knight said. "And I think it is really applicable to the exercise we will be supporting over in Europe in the months to come."

Lt. Cmdr. Natividad Meeker of JC Lisbon also thought the experience was worthwhile. "It was fast-paced," she said, "but we had so much to do that you did not realize how quick the time went."

Capt. Shannon Soupiset from COM-CARGRU 8, Detroit said the training closely mirrors the NATO environment. That, he said, should give Reservists a 'leg up' when they arrive in Norway or Italy for the actual exercise.

"Without this kind of training, you lose a valuable couple of days trying to learn what is going on, learning the cycles, learning the processes, and those kinds of things," Soupiset said. "At a higher level, it does not reflect well with the people you are supporting if you go there untrained, unfamiliar with what is going on."

"It is a win-win situation," adds Lt. Col. Powell, "because not only do they (Reservists) feel more useful but it also

strengthens the perception among the Active Component that the Reserve Component can actually bring something to the table."

Among the side benefits of this kind of deployable training are the relationships forged among participants. In active duty situations, soldiers, sailors and airmen often draw upon the skills and talents of others whom they meet during training events like these. Cdmr. Chris Davis, SACT Det. 120 in Salt Lake City, put it this way:

"One of the key aspects of this training is stressing the need to have mutual respect and mutual rapport at work with all of our Alliance partners for our common security interests."

With the training behind them, these Reservists now look ahead to STEADFAST JACKPOT. SACT Det. 113 Executive Officer T.C. Skeels said he was impressed with the way his officers jumped into the planning process.

"The first time I did this," Skeels said, "our group worked on a mission statement for two days. We did it here in 20 minutes. That seems to be the evolution of it: the next time you have to do it, you will see how easy it can be done."

As successful as this exercise may have been, SACT Det. 113 Commanding Officer Jeff Smith thinks there is still room for improvement.

"I would like to see the other services and Canadian forces take part in future planning exercises to make it a truly Joint/Combined experience," Smith said. ✦



The CIMIC Fusion Centre and the Civil-Military Overview

By CDR Philippe Pierre, SO Experimentation, French Air Force
Capability Development Division, JWC

During Enabler 07, an ACT team of analysts came to Ulsnes in order to conduct a discovery experiment aiming at capturing data on Information Exchange from the military side to the civilian side, with the final aim to bring a prototype of the Civil-Military Overview (CMO) during Exercise STEADFAST JACKPOT 07. That CMO will be produced by an experimental CIMIC Fusion Centre created for that purpose and located in Norfolk. The purpose of this article is to give more insight on that experimental capability being developed by the ACT Enhanced CIMIC experimentation team.

The need to improve interaction between NATO and non-NATO actors (NNA) intervening in a theatre of operations has been identified for already a long time and is not questionable; everybody agrees on that need. However, the only disagreement lies in the extent that interaction should be given more from a military perspective than from a NNA perspective.

The term “non-NATO actors” includes many different elements, from well known International Organisations (IOs) such as the European Union, United Nations, OSCE, the Council of Europe, and the International Committee of the Red Cross (ICRC) in particular, with their subordinate bodies (ECHO, UNHCR, UNOCHA, UNICEF, UNESCO, etc.) and their local antennas to Non-Governmental Organizations (NGOs) such as Médecins Sans Frontières, CARE, Handicap International, and a myriad of others. There are other civilian actors too like local authorities, more or less institutionalized; Heads of Governments, Ministers, Mayors, industries and companies, trade unions...

This even widens with inclusion of tribe leaders, warlords, or even mafia leaders our occidental culture would prevent us to deal with but are difficult to avoid and by-pass in the local environment.

All these non-NATO actors have not the same agenda and therefore they all follow their own goals. The level of interaction they can accept, or be accepted to have with the military is variable and would broadly cover the following, from the lowest to the highest level:



Awareness
De-confliction
Co-operation
Coherence

Awareness: Allows transparency in order to provide participants with basic awareness of engagement space.

Deconfliction: Awareness would permit the deconfliction of activities in the engagement space and therefore economy of means of actors having similar goals.

Cooperation: Willing actors with common purposes would be encouraged to work together on an ad-hoc basis towards a goal.

Coherence: Common goals joined to trust and developed by experience could bring willing actors to work together at all phases of an operation to ensure concerted planning and comprehensive and coherent actions in the engagement space.

As part of the Future Comprehensive Civil-Military Concept, which should cover the whole spectrum of interaction, the “**CIMIC Fusion Centre, Civil-Military**

Overview” should cover “Awareness” and a part of “De-confliction”. It broadly consists of a Situational Awareness capability constituted by an Information and Knowledge Management (IKM) Organization (The CIMIC Fusion Centre), and a web portal (The Civil Military Overview) for common access to relevant Civil-Military Information.

It is worth mentioning that this capability has been derived from the “Crisis Management Fusion Centre-NATO Strategic Overview” developed for NATO Headquarters, experimented during Crisis Management Exercises at the last three years, and currently being implemented.

Before describing more in depth the CIMIC Fusion Centre, Civil-Military Overview, it may be useful to have a quick look on the two other approaches to Civil-Military Situational Awareness currently under investigation.

The “**NATO Strategic Overview Dissemination**” is the most basic and less intrusive approach and consists merely of establishing information sharing procedures with key NNAs in order to disseminate relevant NATO information to them for posting on their websites. NC3A is currently pursuing this approach after indications from NNAs that would have little time to use a NATO SA website during a Disaster Response Operation and would prefer to look at already established sites such as the United Nations website.

The “**CIMIC Information Exchange Environment**” goes a step further and provides non-NATO actors an access to a NATO web environment such as WISE, with a chat capability, so that they can both share and store information with NATO and other non-NATO actors. This



approach has been experimented during Exercise VIKING 05 and received good comments from non-NATO actors. However, concerns rose regarding the ownership and administration of this site.

The "CIMIC Fusion Centre, Civil-Military Overview" would allow much of the same capability of the CIMIC Information Exchange Environment, but an IKM organization, (the CIMIC Fusion Centre, indeed), would take that information and process it to make it more intuitive, reliable and easy to access through the Civil-Military Overview. This approach has been used in the Political-Military environment of the NATO Headquarters and proved capable of enhancing the shared situational awareness of users.

Although it can be perceived as the most intrusive, this issue as well as the neutrality would be addressed by ensuring that the CIMIC Fusion Centre is not owned by NATO and its members, but only by NATO nationals.

The reason for developing a CIMIC Situational capability lies behind the need to provide the customers with an enhanced awareness of the situation, which means that it should provide them with more than their own individual awareness. A Shared Situational Awareness (SSA), is defined in NATO as the "state that exists in the cognitive domain when two or more entities are able to develop similar awareness of a situation after interacting and/or collaborating".

Functionally the SSA is something between the sum of all relevant individual situational awareness information, not realistically reachable, and the reduction to the situational awareness all the participants have in common, usually named "Common Situational Awareness".

The shared Situational Awareness is usually the product of concerted Information and Knowledge Management efforts to contextualize and disseminate information to all individuals in an organization with the goal to enhance its level.

That organization is the CIMIC Fusion Centre, experimental at this stage of development, which is designed to support NATO forces and civil actors working in the same environment. The final idea is to have it as a standing organization, not owned by NATO, but under a more neutral authority still to be defined, working permanently on different geographical areas of interest so that CIMIC related information is permanently available to potential users should a crisis arise in the area.

The CIMIC Fusion Centre would therefore work closely with NATO and NATO forces at all levels, but also with interested non-NATO actors to gather, fuse, organize and disseminate all relevant information to participants in order to enhance Shared Situational Awareness via the Civil-Military Overview. The Civil-Military Overview would actually be a linked website accessible via commercial Internet by the authorised users, provided with a specific login and passwords, who would allow them to communicate and pass on information to the CIMIC Fusion Centre.

As already mentioned, this IKM organization will then take this information, assess it for relevance, store it, process it and display it on the Civil-Military Overview.

This IKM process is intended to provide context and greater value to the gathered information, and so making it more useful to the Civil-Military Overview users. Moreover, as it is for the NATO Strategic Overview, all the information displayed on the Civil-Military

Overview will have a link so that access to source document/information is possible to consolidate their value.

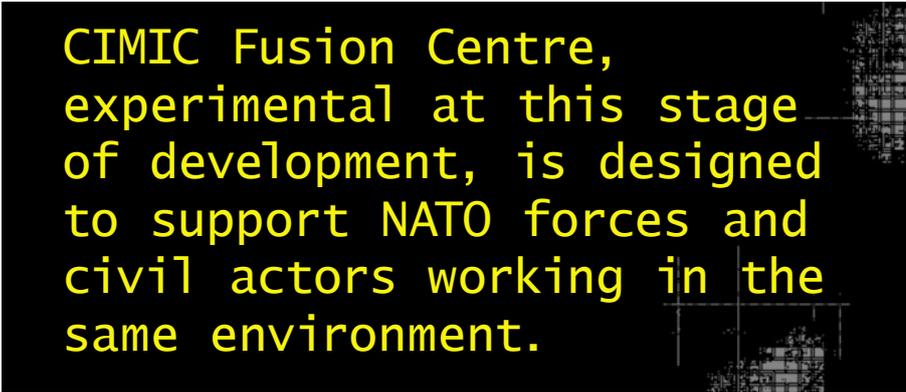
As the primary source of engagement space information for its customers, the Civil-Military Overview would provide at a minimum a comprehensive representation of the situation on the ground, highlight issued to be de-conflicted, give a picture on resources availability (transportation, relief, supplies, etc.), and also be a user friendly and intuitive Document Handling System acting as repository for all shared information.

Finally, as the goal of the Civil-Military Overview is to provide situational awareness, and as participants realize the benefits of it, they are expected to be encouraged to share more information to maintain or even improve their level of awareness. Eventually, this enhanced level of situational awareness will help actors to self synchronize and de-conflict.

Before being implemented, the CIMIC Fusion Centre, Civil-Military Overview capability needs to go through an experimentation campaign so that the validity of assumptions and hypothesis regarding its capacity to effectively enhance Situational Awareness of its users can be confirmed.

Enabler 07 was one of those steps, and aimed at studying the very reasons why the military side appeared the more reluctant to share information with the civilian side, and so identify ways to overcome that difficulty. That reluctance has been identified in several other venues, such as VIKING 05, and had to be addressed before conducting an experiment on a prototype of the whole capability during Exercise STEADFAST JACKPOT 07. It will have to be pursued as Enabler 07 only allowed, due to its reduced format, to cover an initial part of the study.

Exercise STEADFAST JACKPOT 07 will therefore have to be used to continue that discovery experiment, and also go beyond by providing the CIMIC actors of the Training Audience (DJTF HQ), the CIMIC Centre and the Exercise Control (White Cell) a Civil-Military Overview produced by a CIMIC Fusion Centre implemented for the event in Norfolk so that its value regarding Situational Awareness can be explored. ✦



**CIMIC Fusion Centre,
experimental at this stage
of development, is designed
to support NATO forces and
civil actors working in the
same environment.**

Information & their partners on the battlefield...

Pictures and Article by Maj Joerg Fischer, DEU A
SME Psychological Operations, JTDD, JWC

I would like to start today with an extract of an article from the Asia Times, 07th December 2005, by Syed S. Shahzad.

“MEDIA WARS: WEAPONS OF CHOICE, AL-QAEDA’S WEAPON

Asia Times Online has learned of the release in Afghanistan of a state-of-the-art CD comprising selected speeches by Osama bin Laden (...) The CD includes horrifying images of war and destruction in Iraq, and pays tribute to the Iraqi resistance. Unlike in the past, the CD appears to have been made by professionals in a well-equipped studio. The audio and visual effects are clear, with English subtitles for non-Arabic speakers. Additionally, separate formatted files include transcripts in languages such as Urdu, Persian, English and Arabic.

A senior Pakistani intelligence analyst commented, ‘Previously, al-Qaeda used to spread propaganda material, which would motivate people to join the Afghan resistance, but this new CD does not aim for that. Rather, it aims to connect with the masses all over the world. The speeches selected for the CD are not simply propaganda material to instigate people to war, but instead present in-depth analysis on al-Qaeda’s approach and clarification of their various actions and justifications.’ Generally, underground groups do not indulge in debate to justify their actions. Instead, they indulge in rhetoric, which attracts fresh blood to their cadre. However, when underground movements try to connect with the masses and try to cultivate their collective thinking, this indicates their ambitions to do mainstream activities, which include mass mobilization or mass participation in their programs.”

What does this “new quality” mean to us, NATO’s Information Operations community? It points out the urge to improve even faster on this topic - because that is what our adversaries are doing too.

As known and already presented during the last issue of The Three Swords magazine, we are embracing a new era, characterized by the accelerating growth of information, information sources, and information dissemination capabilities supported by the Information Technology. It is called the **Information Age**. It offers not only unique opportunities, but also some formidable challenges as well. New technologies enhance Forces’ abilities to achieve situational dominance but, at the same time, they will enable adversaries to employ many of these same capabilities.

InfoOps integrate all aspects of information to accomplish the full potential for enhancing the conduct of military operations. These aspects are, in their simplest form, activities gaining information and knowledge to improve friendly execution of operations, whilst denying any adversary similar capabilities by whatever possible or required means.

Effects of InfoOps can produce significant military advantage for forces conducting them.

Information in general enables commanders to coordinate, integrate, and synchronize combat functions on the battlefield. But, to gain the relative advantage of position (manoeuvre) and massing of effects (firepower), commanders must act while information is relevant and before the adversary can react. Targeting an adversary’s informa-

tion flow to influence his perception of the situation or prevent him from having or using relevant information contributes directly to decisive operations.

Realizing that absolute and sustained dominance of the information environment is not possible; InfoOps need to achieve information dominance for their Commanders at the right place, the right time, and in the right circumstances for them to seize the initiative and set the tempo of operations.

To train Joint Force Headquarters’ (JFHQ) Commanders and their staff on InfoOps is one of our tasks at JWC, especially for the InfoOps Observer/Trainers (OT’s) of Joint Training Development Division (JTDD). OT’s need to enable the Training Audience (TA) within the context of joint and/or multinational operations to execute and use InfoOps either effective or more effective than they already do.

We have to enable them to dominate the information environment in order to perform their missions on deployments of any form. As described, InfoOps can significantly enhance JFHQ’s and their subordinate Component Commands’ abilities to deter aggression, to effectively execute the full range of operations, and to win decisively in combat! That can also mean that we might have to consolidate the position of the InfoOps personnel in a staff where needed during our trainings!

Our training challenge is to give the TA (mostly Non-InfoOp’pers) a clear picture of InfoOps – starting with the Information Operations Coordination Board (IOCB). This board has been described in

Operations



the last issue of our magazine. Now further details on the desired effects to be achieved by it.

Its contribution to FRAGO's and JCB does not need to be explained any more - but what about their inputs to the Joint Targeting Working Group (JTWG) or the Daily Reconnaissance Board (DARB)? Why do we need the participation of CIMIC, PI or PSYOPS, LEGAD, POLAD and all the other actors?

The JTWG is the body where the fine-tuning of means and targets will take place. In here, InfoOps can ask for the allocation of certain means to a specific InfoOps target - always depending on what should be achieved - from non lethal means up to Direct Action, everything can and will be allocated to reach the mission end-state!

During the DARB the Intel Assets will be allocated to fulfil InfoOps tasks whenever possible and available; without this contribution important information might never be gathered.

CIMIC and PSYOPS are the "players" with direct contact to the Target Audience. They must be integrated in the overall Information Operations Plan at the earliest possible stage. They have up-to-date information and can give fast and reliable input (even specific input about certain topics) and they can spread the information target-oriented to the desired Target Audience. Either by using all kinds of media (PSYOPS) or via "Face to Face Communication" (CIMIC and PSYOPS).

PI is the direct link between the commander and the local press/media. PI is an important player on the information

battlefield but PI can only "give out" information they do not have own means of distribution or production. Therefore, they have no direct influence on what the media will do with given information; it is different with PSYOPS. They have their own media and can print or broadcast every message as it is supposed to be.

Common point: all board members are valuable contributors to the IOCB! Without them, the Board could hardly be effective at all. So, notwithstanding the synergy possible with the power of information and information technology, fog and friction will remain; the challenge of sorting out the signals from the noise amidst a mass of expanding data

will too. NATO InfoOps Documents are currently under revision to be adapted to the changes in the Information Environment. After this ongoing process they will fit perfectly into this new environment and be absolutely helpful for us to use them.

Up to this point: InfoOps personnel and OT's have to use individual skills like sanity and reason to react on modern challenges on the Information Battle Field! Narrow minded approaches or turf wars are counterproductive in the struggle to reach information superiority.

Bottom-line is to be open-minded. And, do not expect miracles from us, "InfoOp'pers", even if we sometimes deliver miracles to you! ✦

▼ Key Leader Engagement: DCOM ISAF on stage for heavy weapon cantonment and DDR (Disarmament, Demilitarization and Reintegration) process.



JWC WELCOMES NEW STAFF AND SAYS GOOD BYE TO EVERYONE LEAVING...

A TRIP DOWN MEMORY LANE

It is amazing how three years of long days can pass so quickly. It is also amazing to think back upon the changes the JWC has gone through in that time. Since June 2004, the JWC has had three Directors, one Deputy Director, three Chief of Staffs, one Deputy Chief of Staff, three Director of Staffs, and more than ten Division Chiefs. What the JWC history does not fully capture is the vision of these leaders, the hard work of the JWC staff to turn that vision into reality, and the professionalism of the military, civilian and contractor members here at Jättå to make the JWC one of NATO's premiere organizations.

The JWC has gone from roughly 50% manning in 2004, to nearly 90% manning today. The nine NATO Nations represented at the JWC has increased to 24 plus three Partner Nations. The exercise planning and execution process has matured from an ad hoc series of conferences and events, to a proven and repeatable process. Concept development and experimentation is tightly linked to exercise development and execution. Doctrine development has shifted from long-term formal efforts providing timely handbooks on relevant topics to operational commanders and their staffs. Computer models used within the exercises have greater fidelity and can be run nearly anywhere in a distributed mode. This, and more, has all been accomplished in just three short years,

which demonstrates to me that the JWC is truly leading and embracing transformation in NATO.

The future of the JWC will include even more changes. Starting in 2008, the JWC will plan and conduct three major NRF exercises each year. ISAF training will continue to adapt and evolve to meet requirements of the Composite Headquarters. The new building will give the JWC a state-of-the-art exercise, experimentation and conference facility. I look forward to watching the changes and continued growth of the JWC through future issues of "The Three Swords", and I wish all the current and future members of the JWC the best of luck as they continue the transformational work of the Joint Warfare Centre.

Lt Col Mark Larsen, USAF Former COS -MA



Mark Larsen (left) receiving U.S. Defense Meritorious Service Medal from BG Ruhlman, COS JWC

A LOOK BACK AT JOINT EXERCISE DIVISION

Soon after my arrival in August 2005, it was quickly apparent that JWC had made a name for itself amongst the NATO headquarters. Within our headquarters though, it was clear that we had some work to do in standardizing and defining our internal processes; there is no doubt we have come a long way. Just a couple of areas where we have made huge progress include; Program of Work, standardizing exercise planning (the Exercise Directive), standard operating procedures and, of course, the many hours of effort put into defining our business process model. Meanwhile, we continued to demand that the quality of our training delivery improved. Clearly, it did.

I was privileged to be part of an organization that continues to look in and inward at its processes and deliverables; without this, stagnation and acceptance of the status quo is likely. I am certain the team will continue to challenge itself and work hard to become even better at delivering critically important training to headquarters that are charged with providing direction to soldiers, sailors, airmen and marines who will be putting their lives on the line.

Ultimately task execution comes down to folks in the Divisions, those of you getting the job done everyday. I was fortunate to have a phenomenal team in the Joint Exercise Division, and my few short words here do not fully explain how grateful I am for the dedication and effort put forth within the Division. It has





Col Harrigian

been my honor to work with all of you. Clearly though, exercise planning and delivery is all about team building, cooperation and finally understanding the mission. While there is always the occasional disagreement, the JWC team "gets this" and for this, I greatly appreciate all the support provided by the other Divisions; this is critical to our success and must continue. I want to personally thank my fellow Division Chiefs, it is by pleasure to work with all of you, lasting friendships are hard to find, but I am sure our paths will cross again. The future will be busy, but your team is ready. Stay focused on the mission and success will be yours. Best of luck and thanks again.

Col Jeffrey L. Harrigian, USAF
Former Chief, Joint Exercise Division



**INTERVIEW: COL HELLEBUST,
 NOR A, DOS JWC**

- How do you feel about your mission as DOS JWC?
 - I am very satisfied and excited for having been given the opportunity to work in the multinational environment here at the Joint Warfare Centre. The JWC is unique and has a very good reputation as a key institution on preparing NATO staffs to conduct real-world operations. So, actually, looking for new challenges, it was easy for me to apply for this job since I worked in the Norwegian National Joint Headquarters. So far it has been an exciting and demanding job, but I am a part of a great team with very skillful and competent colleagues. I manage a robust and important part of the overall Command Group staff, which is well organized, working hard and certainly helps me in my day-to-day business.



Col Hellebust

- What is your advice to Joint Warfare Centre's newcomers?
 - First of all, being a newcomer myself, I have focused on learning the organization with all the different processes taking place. This may take time, and it is important not to get frustrated if you do not have all your questions answered at once. Eventually, when I have time, I intend to walk around more and meet more colleagues in order to get a better feeling of how we do business. I encourage everybody to take part in the training events if possible because they

are actually the melting pot of lessons identified and hopefully lessons learned from the whole NATO. This is a unique opportunity.

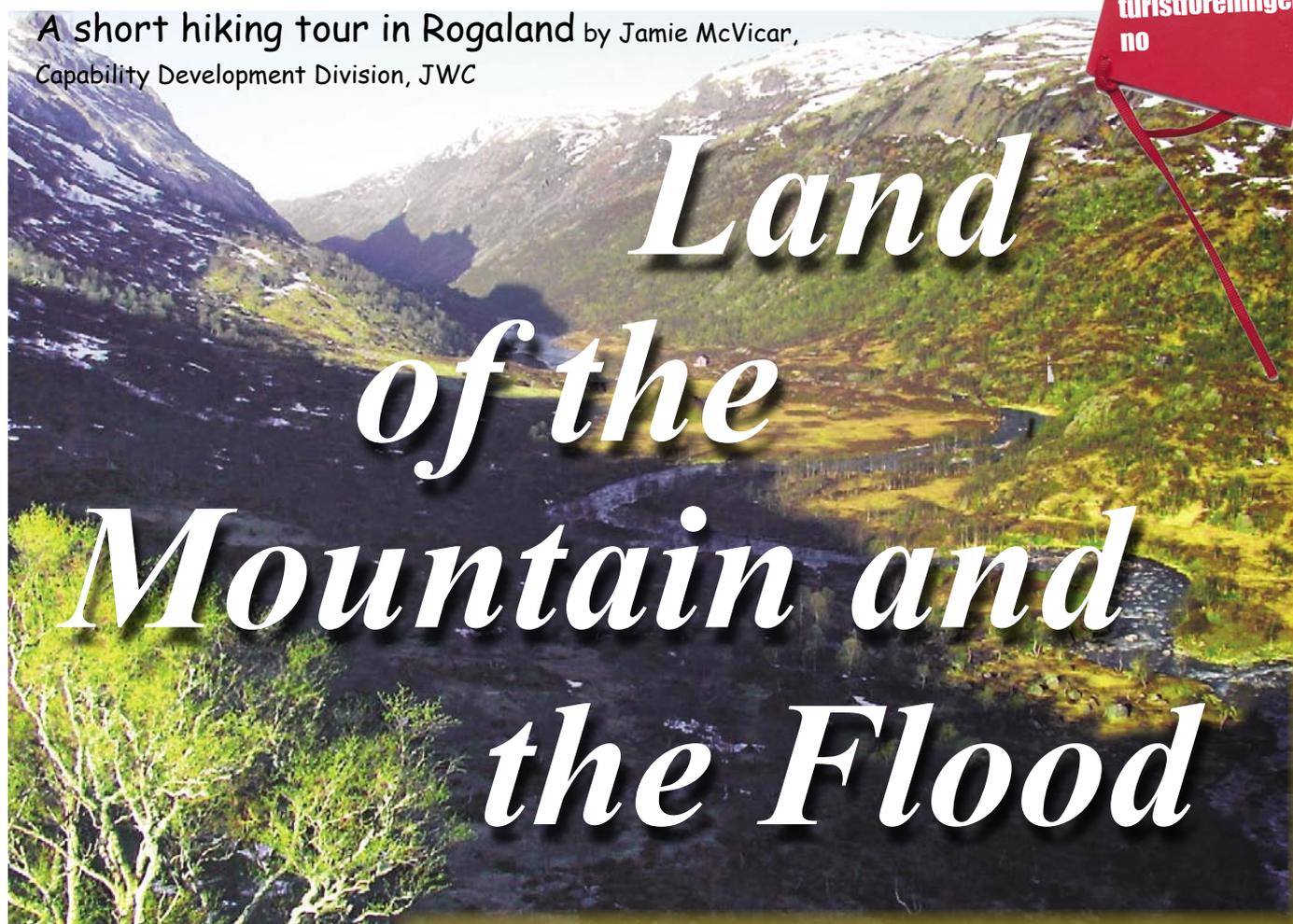
In addition, to get a good situational awareness on what goes on in the Headquarters and how one can contribute the best way possible, it is important for all of us to take care of our families. In between there will be long working hours and this is a challenge for everybody, but, in my mind, especially for the non-Norwegians. In this situation, it is important to create a good social network. Lastly, I urge everybody to use whatever Norway, Rogaland and Stavanger can offer to you to the maximum extent possible.

I was privileged to be part of an organization that continues to look in and inward at its processes and deliverables; without this, stagnation and acceptance of the status quo is likely.



A short hiking tour in Rogaland by Jamie McVicar,
Capability Development Division, JWC

www.
turistforeningen.
no



Land of the Mountain and the Flood

In 1887, when Hamish McCunn wrote his celebrated overture of this time, the land to which he was probably referring was his own beloved Scotland. To this Scotsman, however, the epithet seems to be equally applicable to the rugged, mountainous terrain of Fidjadalen, with its 800metre high cliffs and dramatic tumbling waterfalls. In this article, I invite you to accompany me on a splendid low-level traverse of this spectacular valley.

Our walk starts from the Månafossen carpark near Eikeskog, clearly signposted from the Rv45 (Ålgård to Sirdal) road at the tiny hamlet of Gilja. The route here begins with a climb up a well-constructed motorway of a path engraved into the hillside to try to combat the erosion caused by thousands of visitors each year. As the climb steepens, there are wooden steps and chains bolted to

the rock to hold onto. After about 20-30 minutes the path flattens out providing a spectacular view of Rogaland's highest waterfall, the Månafossen.

After an excellent photo-opportunity (and a well-deserved rest!), we can follow the path as it continues, much less steeply, towards the hytte and restored farmstead at Mån. The farm is believed to have been worked from the Middle Ages, and was in use until 1915.

The current building contains an exhibition detailing the history of the farm and the conservation area of Frafjordheiene. It also serves as a hytte sleeping up to 34 persons, and a "warm room", which provides welcome shelter to many a walker, caught out by the fickle weather conditions that are a feature of the Norwegian mountains.

About 2km past Mån, a boulder field fills the valley floor: a legacy of the gla-

cier, which carved out the valley. These boulders form a natural dam, creating the Månavatnet lake and the path, marked by the red "T" symbol of the Norwegian Trekking Association (DNT), twists its way amongst them to the other side of the valley. Here it enters a tolkeinesque little woodland said to be home to the huldra; a race of beautiful elfin-like creatures who lure men into the forest and sometimes kidnap infants from their cribs, replacing them with their own ugly, changeling children. And when the mottled sunlight slants through the whispering branches of the birch trees and the mountain streams chatter and burble among the soft mossy boulders, it is all too easy to catch a fleeting glimpse of a sylphlike young maiden, as she skips between the trees, or to hear her giggling seductively from behind a rock.



Leaving the woodland behind, the path climbs again, becoming increasingly rock-strewn as it skirts the base of the imposing 900metre high cliffs. This leads on to the picturesque Fidjavnnet lake, a welcome stopping place for many a summer hiker to enjoy a refreshing swim, or to try to catch some brown trout for tea.

A few kilometres further, and the path climbs once more following the route of the stream as it tumbles dramatically down the Fidjafossen falls into the gorge below. Some years, snow and ice can linger here longer well into May, forming dangerous cornices, which conceal the true edge of the gorge. This year, however, there is no such problem, and we are treated to an impressive and memorable view of the falls, complete with "rainbow".

As we enter the upper reaches of the valley, the terrain becomes more rugged

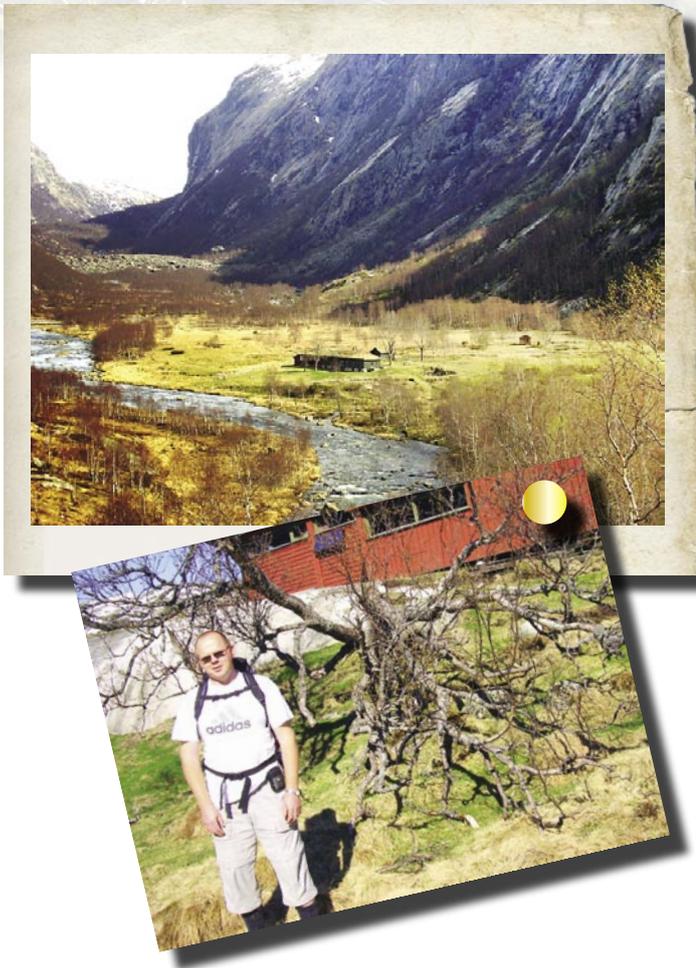
and fiercely beautiful. Up here winter is loath to give up its reign over the wild mountain scene. Spring arrives late and summer fades quickly into autumn in this place where only the hardy survive. Ptarmigan strut, exposed by their winter camouflage, and Norwegian pool frogs gambol in the meltwater marshes or bask in the welcome sunlight.

Finally, after a good seven hours walking, the DNT hytte at Blåfjellenden is a welcome site. Perched, as it is, at the top of a steep incline, it commands an enviable view back down the Fidjadalen valley. This cabin is described by the DNT as ubetjent, or "unserviced", but don't be fooled by this description. The hytte is very well-equipped with everything the average trekker is likely to need for a night in the mountains, and more besides: firewood, gas stove and gas, kitchen utensils, cutlery and bunks with blankets or duvets and pillows. The only

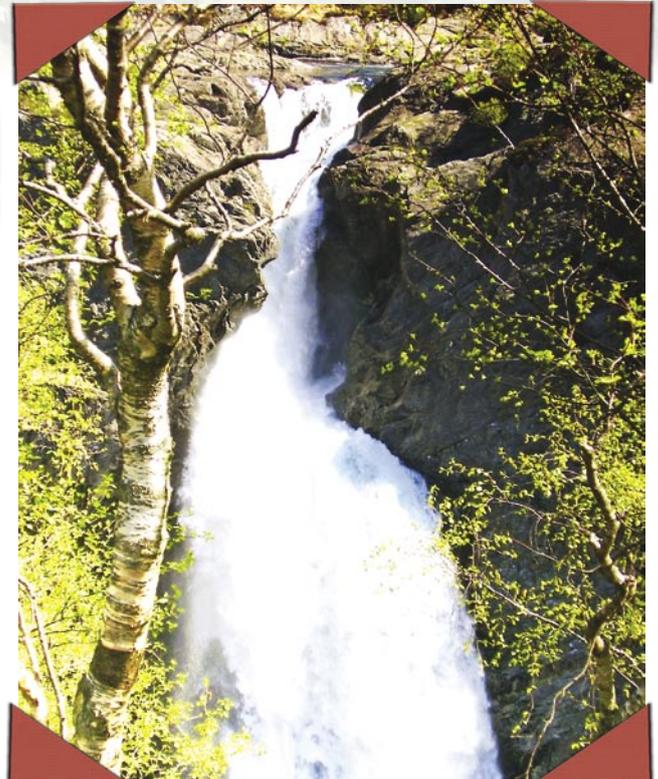
thing prospective guests have to bring to the hytte is food and, at a cost of only 265 Kr per person per night (for DNT non-members) it certainly represents value for my money.

Aside from the view, one of the features of Blåfjellenden is its comparative remoteness. In mid-summer it can be reached from Hunnedalen in a little over three hours, but this route is impassible in winter, except on skis. There is a feeling of true wilderness about the place and, from up here, the carpark and the tourists of Månafossen seem a world away. At 7 hours, it is a fairly long walk in to Blåfjellenden. And a long walk in means something, doesn't it? Oh yes: a long walk back out again! But that's for tomorrow. For tonight, just settle down in front of the roaring log fire with a glass of wine, and then collapse into a snug, warm bed. ✨

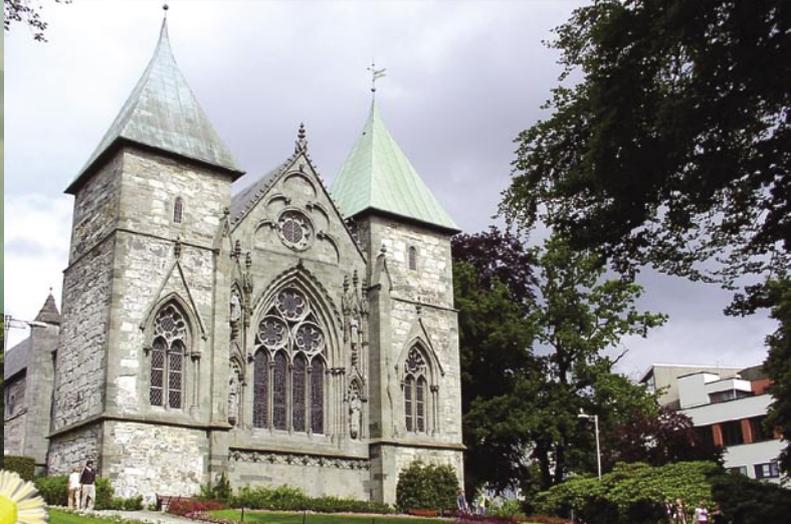
The restored farmstead at Mån, at the entrance to Fidjadalen



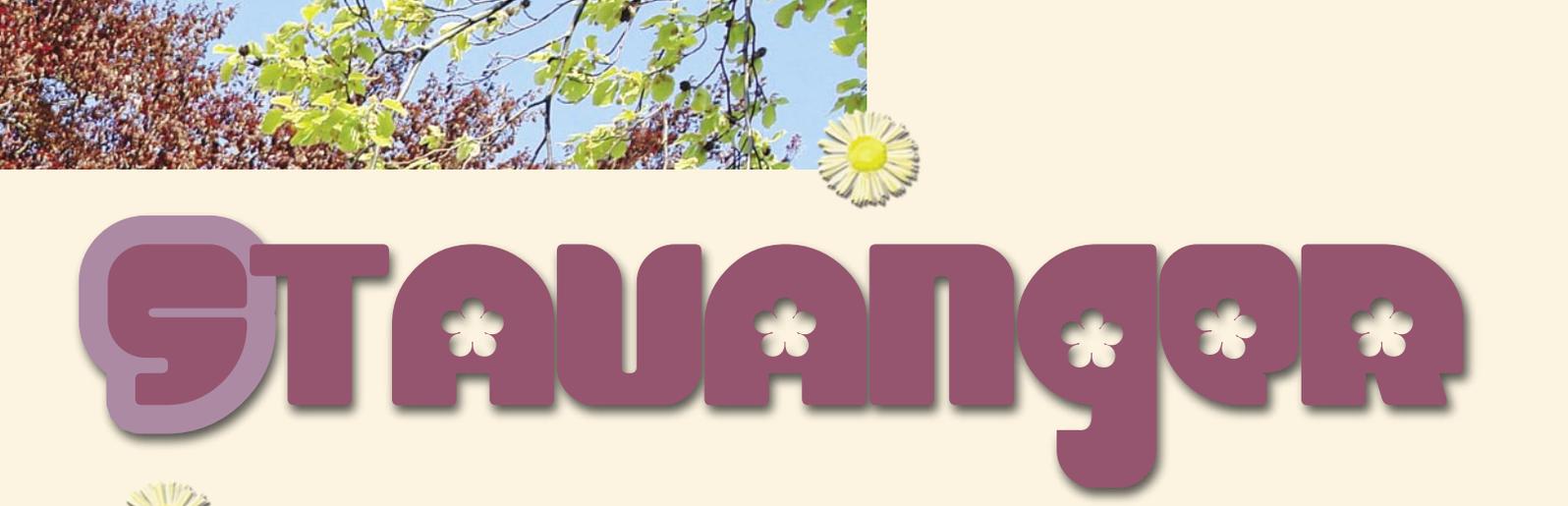
The Månafossen, at 92 metres, is Rogaland's highest waterfall, and the 9th highest in Norway



The author at Blåfjellenden, preparing for the long walk back home



Amazing Stavanger pictures by Lt Col Dieter Stoll, DEU F, SMC4, JWC



STAVANGER



European Capital of Culture 2008

The European Union Council has decided: Both Liverpool and Stavanger are designated European Capital of Culture 2008

I N 2008, the Stavanger region will be European Capital of Culture. The cultural life in the region will reach a culmination in 2008, to the delight of locals and our many visitors from around the world. For the four seasons comprising 2008, our Capital of Culture Year, we have already announced in Norway a startling roster of projects - from a world summit Points of Peace to major performing arts initiatives, from far-reaching children's and community projects to extraordinary interventions in nature.

Stavanger2008 is an international and national project with the Stavanger region as its vibrant hub. Stavanger2008 is planning up to five major spectacles throughout the year. The first of these will be the Opening Ceremony on the 12th of January. We plan what can be best described as a "biblical migration" towards Stavanger with representatives from each kommune passing through a symbolic Open Port, and handing on some sort of symbol - a sound, a word, a rhythm, maybe an object - to the next kommune, and so on. We will build throughout the city a massive frame, to which participants arriving by boat and land from every Rogaland Kommune will attach something symbolic - the frame will become a giant "instrument", and we will then "play" the city. The overall aim is to ring in the Stavanger2008 spirit both nationally and internationally, and to mark the collective memory for years to come. The project will also feature spectacular activities on land, sea and in the air.

The Stavanger region is the world's best scenery, if you take the expert's word for it. The southwestern part of Norway is the starting point for the world famous fjords. National Geographic Traveler ranked the Norwegian fjords as the world's best tourist destination in 2004. After an extensive examination of over 115 of the world's most prominent destinations - the Stavanger region came in first. Sitting on a ledge of the mountainside, with a drop of 600 metres down to the sea, it is easy to see why this spectacular landscape is so widely appealing.

Extracted from a text by
Mary Miller, Director Stavanger2008
www.stavanger2008.no



JWC/NJHQ Battlefield Tour 2007



a
JWC
training event

EXERCISE NARVIK EXPLORER

By Lt Col Jenssen, NOR A
Capability Development Division, JWC

Introduction

15-19 October 2007 (Week 42) is scheduled for the annual JWC Battlefield Tour. This year's tour will focus on the Battles of Narvik during the Second World War. Exercise Narvik Explorer is a JWC sponsored Training Event open for all JWC staff, but seats are limited, so please make sure you sign up for this unique JWC Training Event.

Why do a Battlefield Tour?

The purpose of the Battlefield Tour/ Staff Ride is to provide an opportunity for the professional development of the JWC staff by enhancing their knowledge and understanding of historic military events. By studying the decision making process and Commanders' guidance leading to the actions taken, staff will be

able to better consider how the lessons learned might be applied to similar circumstances affecting NATO today. This appreciation and understanding of military activity by the staff will be beneficial to the JWC in its continued pursuit of world class training for NATO forces.

Background

The Battles of Narvik were fought from April 9 until June 8, 1940 as a naval battle in the Ofotfjord and as a land battle in the mountains surrounding the Norwegian city of Narvik as part of the Norwegian campaign of the Second World War.

The two naval battles in the Ofotfjord on 10 April and 13 April were fought between the British Royal Navy and the German Kriegsmarine, while the two-

month land campaign was fought between the Norwegian, French, British and Polish troops against the German and Austrian mountain troops; shipwrecked Kriegsmarine sailors and German Fallschirmjäger.

Narvik provided an ice-free harbour in the North Atlantic for iron ore transport by the railroad from Kiruna in Sweden. Both sides in the war had an interest in securing this iron supply for themselves and denying it to the enemy, setting the stage for one of the first large-scale battles during the Second World War, since the invasion of Poland.

Prior to the German invasion, British forces had considered Narvik as a possible landing point for an expedition to help Finland in the Winter War or to



take control over the Swedish mines. The French politicians were also eager to start a second front as far away from France as possible.

In the Battles of Narvik for the first time during the Second World War, a joint effort was made to destroy a German force and reconquer an occupied area. Also, for the first time in that war, major combined operations with the participation of several nations and all services were carried out. The operation was nearly a success. Only a few more days of combat would inevitably have brought about a German defeat.

Even if the result of the battle was disappointing for the Allies, the campaign had a significant impact on the participating nations in drawing them together in a common effort against the aggressors. Useful lessons were learned as to techniques and tactics of combined operations, command and control and the training.

Program

In preparation of personnel participating on the Narvik Battlefield Tour a one day academics program is planned for 26 September, which will be repeated on 27 September. Going to Narvik, we will have a Monday Morning 15 October departure from Stavanger, returning back to Stavanger Friday 19 October around 15.30 in the afternoon. Accommodated in Narvik hotels we will travel by busses and walk in the terrain to explore the main fighting areas in the Battles of Narvik. For NATO military personnel travel costs are covered by the JWC, while per diem is covered by Nations. For NATO civilians travel costs and per diem are covered by the JWC.

To sign up for this unique JWC Training Event get your Division Chief and Senior National Representative's approval, then contact **JWC JED Admin Koger M** to be included on the list of attendees. ✨

Monday 15 October	Travel day, the sea battles, Narvik War Museum
Tuesday 16 October	Land battles northern front, fighting at Lappaugen, Gratangen, Øse/Labergdalen and Bjerkvik
Wednesday 17 October	Recapture of Narvik, amphibious crossing of Rombaken, land battles southern front, Ankenes Mountain
Thursday 18 October	Narvik Memorial Graveyard, the Ofoten railway to Bjørnefjell, fighting at Bjørnefjell, dinner night
Friday 19 October	Travel day, Adolf Cannons, Trondenes Museum



Lt Col Jenssen, NOR A Capability Development Division, is the organizer of this Battlefield Tour.

featuring:

- Research & Reconnaissance
- Academics at Jåttå
- Battlefield Tour Narvik
- After Action Review



In memory of...

We are saddened to learn of the death, in May 2007 at the age of 53, of Commander Alfio Caltabiano, Italian Navy, whose profound sense of duty made him a critically important member of the Joint Warfare Centre. His passing away is of great loss to his family and his friends and colleagues here at the Joint Warfare Centre. Commander Caltabiano will be sorely missed.



Director's Summer Ball

By WO2 (FofS) Tony Nicholls, GBR A,
President of the Ball Committee, NCSA

THE Ulsnes Auditorium was the chosen venue for the auspicious occasion of the farewell ball to the JWC Director, Air Marshal Peter Walker and his wife Linda on Saturday 23 June 2007. The function was open to all ranks from the JWC, NJHQ and various support elements and would give the unit an opportunity to say farewell in a fitting manner.

The evening started with a transport route that would be easiest described as exceptionally complicated, but thanks to the diligent drivers and a minute-by-minute travel plan produced and tested

by PO 'Andy' Scott, everyone was safely delivered with minutes to spare.

The Venue, due to be used by over 400 NATO visitors on the following day, was transformed into Norway's answer to the Ritz. With red carpet and silver candelabras, CPO 'Kirk' Leech, assisted by the ever-present Andy Overbury, complet-

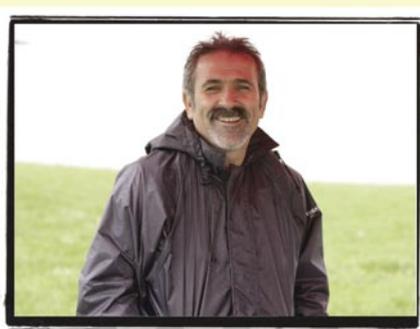
ed a truly miraculous transformation and a big thank you must go to Mrs Jo Akkrill and Sheila Leech for their seamstress support. On arrival, attendees were met by CPO 'Mick' Barrie where they were served Champagne and Bucks-fizz in the marquee and maximum use of the late night sun was used. After a five minute warning, everyone was piped in to dinner by Cpl Glen MacDonald from the Royal Signals who has not only had the Honour of piping for Her Royal Highness Queen Elizabeth II, but is currently the number one rated piper in the British Army. Next, followed a truly superb meal that was expertly devised and prepared by Cpl Lee Wilson and his wife Gaynor, we were entertained by D/Maj Sykes and four Drummers from the 1st Battalion the Duke of Wellington Regiment. This was followed by the "black light show" that was received with a standing ovation.

Next the host nation had the opportunity to show their skills in the form of the lead pop group 'Kicks'. Their opening number, a well known song that really set the party going, inviting the audience to wonder "who the **** is Alice"?

Several people then produced some creditable dance moves, while many more were, shall we say, less able! The evening prematurely finished at 03.30 where the final hangers-on were taken home concluding what can only be described as a tremendously successful summer ball, thoroughly enjoyed by all.

A big thank you to all the organisers by one and all. ✨





HALF MARATHON Hafrsfjord



The pictures of the first JWC/NJHQ Hafrsfjord Half Marathon, which was held on 30 May 2007, captures the spirit of this great outdoor experience in a magical way! In spite of the wind and heavy rain, a jolly crowd of 41 bikers, skaters and runners assembled in front of the Three Swords monument to begin their 22 km course. The crowd of eager half-marathoners waited for Air Marshal Walker's starting gun while PIOs were ready to picture them! Then, with great excitement, the marathon started. We kept on taking the pictures as much as we could and saw that half the distance run, all participants could still afford to smile! The fastest of them was Per Erik Sørgaard who covered the distance in 45 minutes with his bike. He was followed by others until the most relaxed half-marathoners arrived 2.40 hrs later, still with a smile on their faces! Congratulations to all finishers and participants! And, of course thanks to the organizing team: without their volunteer support the half marathon could be impossible to organize. (Biking: Per Erik Sørgaard, 45 min; Franz Christian, 47 min; Uwe Sprenger, 49 min. Roller Blading: Bjorn Jenssen, 1 hr; Gerd Schreiber, 1 hr 13 min; Sara Dean, 1 hr 48 min. Running: Willard Burney, 1 hr 48 min, 31 sec; Jean Marc Cornut, 1 hr 48 min, 32 sec and Remy Castellarnau, 1 hr 49 min). (Text by Inci Kucukaksoy and Lt Col Dieter Stoll) ✨

Visit of German General Staff College

The German Fuehrungsakademie der Bundeswehr (German Staff College of the Joint Armed Forces) paid a first time visit to the JWC from 2 to 5 April 2007. In the morning of April 3, Brigadier General Ruhlman, COS JWC, welcomed Oberst i.G. (Col GS) Christian Stratenschulte and the course participants, which also included two staff officers from Poland and Bulgaria, and he briefed them on the mission and current structure of the JWC. In the afternoon, the visitors had the opportunity to get a Second World War historical overview, which was followed by a visit to the Fly Museum. The next day, a visit to the Norwegian National Joint Headquarters was scheduled for the German Staff College where they received a brief by Major General Sundseth, COS NJHQ, about their mission and current Norwegian Joint Operations. The visit also included a bus tour to Stavanger, Bjerkedal and Gloppepedalsura. (Text by Lt Col Nachbar)



The German Fuehrungsakademie der Bundeswehr (German Staff College of the Joint Armed Forces)

The Fuehrungsakademie based in Hamburg in two adjacent barracks is the highest level of training and education facility of the German Armed Forces. The Director of the Fuehrungsakademie is a Major General or Rear Admiral. The motto of the facility is "MENS AGITAT MOLEM" or "The Mind Moves the Matter". The Fuehrungsakademie provides military competence and scientific knowledge for officers of all services by offering basic staff officers' courses and advanced staff officers' courses three times a year. The facility has, on various courses, approximately 600 participants including 100 officers coming from 50 nations.



Lt Col Nachbar, Analyst JWC, briefs on the Stavanger area during the 1940s by a sandbox made for the "Commandant of the Fortress Stavanger" at the Fly Museum

2007 Lessons Learned Conference

By Chuck Ridgway, Production Branch, JALLC

NATO's Joint Analysis and Lessons Learned Centre (JALLC) is pleased to announce that the 2007 Lessons Learned Conference will take place from 23-25 October 2007 at the Portuguese Military Academy in Amadora, Lisbon, Portugal.

The aim of the conference is to provide an annual forum for exchange of information between the NATO Lessons Learned (LL) community, and in doing so, to stimulate standardization of Analysis, LL Process, and Remedial Action Processes, equipment and tools, in order to enable the continuous improvement of the Alliance. The conference is open to all NATO commands, agencies and Nations, with a maximum of three participants per agency. As this year's conference is being held at a non-commercial facility, participants will need to make their

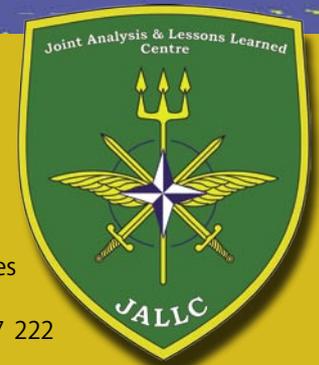
own hotel arrangements. Please keep in mind that since Portugal will be holding the presidency of the European Union, hotel accommodation will be at a premium during this time, and reservations will need to be made as early as possible. JALLC has arranged special rates with the following Lisbon hotels (just mention the LL Conference when making reservations) and will provide transportation from them to the conference facility:

- Hotel Mercure Lisboa, Tel: +351 217 208 000, Fax: +351 217208089, h3346@accor.com
- NOVOTEL Lisboa, Tel: + 351 217 244 800, Fax: +351 217244801, h0784@accor.com
- Hotel Ibis Malhoa, Tel: +351 217235700, Fax: +351217235701, h1668@accor.com

- Hotel Acores Lisboa, Tel: + 351 217 222 920, Fax: +351 217 222 921, artur.crespo@bensaude.pt
- Hotel Sana Malhoa, Tel: +351 210061 815, Fax: +351 210 061 832, reu.malhoa@sanahotels.com

For more information and to request a registration form, please contact one of the JALLC POCs:

- LTC Jose Crespo, PRT Army, Tel: +351 21 771 7021 , IVSN 529 4021, email: jallc021@jallc.nato.int
- LTC Florin Mirodonie, ROM Army, Tel: +351 21 771 7023, IVSN 529 4023, email: jallc023@jallc.nato.int



426 Services Community Activity Centre - By C.J. Simonsen

Have you visited the Community Activity Centre? The building is located next to the BBQ area behind the BX. What do we do? Services are part of the U.S. Air Force Morale, Welfare and Recreation (MWR) Program. We offer various programs, activities, rental items, Armed Forces Shows and lots more! Our activities are open to all Nations unless it is a program specifically only for the U.S. Air Force. Most of our programs and activities are for children; Christmas, Easter and Halloween. We offer a Summer Camp "Camp Adventure" for the whole summer vacation for children aged 6-12 from Monday-Friday 07.30-15.00 for the incredible price \$25 per week. We still have a few slots left in July and August so call us for more information. In the winter months we offer a free movie most Fridays, at no cost with free popcorn and juice. You can rent our facility for private parties or just the BBQ area. The ballroom seats up to 100 people with full kitchen and top of the art audio equipment again at no cost. For more information about us, what we do and what we have to offer, please visit us at www.426services.com. We have a lot of exciting events coming up in the future! And please come in and visit us!



The Director's award for outstanding service was given to Msgt Meyers, US F; CDR Gonzales-Aller, ESP N and Maj Smith, US A, in May. (Left, clockwise)

Editor's Note: Because of a reporting error, one of the selected staff members in our April issue was incorrectly identified. The picture showed CPOWEA Griffiths from Technical Support Section during his promotion ceremony. WO Christoph de Coster, BEL A, from Real Life Support received the service award. We apologise for this error.



"Me Time" Beauty Salon Opens at JWC

Gordon Ramsey, Chief Community Support Branch, said the next step could be the hairdresser, Hair Force, which is newly opened, to bring your look up to date! It is located in the same location where VOXX salon used to be in the Community Centre. Call them now at 95751159 for an appointment.

On 2 May 2007, Mrs. Ruhlman cut the pink ribbon officially opening the new "Me Time" beauty salon. This brand new venture on the NATO base is located in the community support building opposite the hair salon. "Me time" offers various treatments such as manicures, waxing, and tinting with Beauty Consultant, Kristina Griffiths and Massage Therapy by UK qualified Massage Therapist, Helen Talenti.

The salon is open to everyone who has I.D. access to the NATO base and that also includes family visitors especially those who are in need of pampering themselves while here on holiday!

"We are here to support the whole community and we hope everyone has a chance to treat themselves to this new service!" said Helen and Kristina.

Treatments are by appointment and can be made Monday to Friday (occasional Saturdays) with flexible hours to suit the client. Gift certificates and special offers are also available.

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Kristina 99514773
kristinassalon@hotmail.com



Stavanger, Norway

