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**W**ELCOME TO THE spring edition of JWC's *The Three Swords* magazine. This issue mainly focuses on NATO's Connected Forces Initiative (CFI), which has a significant impact on how we deliver and conduct training and exercises for the NATO Command and Force Structures. CFI is more than the latest buzz word — it is an imperative for NATO's future.

For the Joint Warfare Centre (JWC), CFI means an increased focus on the importance of the training and exercises we deliver. As NATO transitions from an operational footprint back to a contingency force, we must ensure NATO forces maintain their edge and are ready to respond at a moment's notice to any number of possible scenarios. As our current real world events demonstrate, we can never let our guard down, and training and exercises are a key aspect of preventing that from ever happening. To that end, we must continue to plan, develop and deliver exercises that provide evermore thought-provoking and realistic scenarios that challenge our Training Audiences, whether that is at the strategic, operational or tactical level.

However, CFI does not come without challenges. It will require a deeper level of commitment on behalf of Member Nations. It will require change and greater adaptability in how we go about our business. If successfully implemented and embraced, the end result will be improved readiness and interoperability of our forces. As JWC recently demonstrated during TRIDENT JAGUAR 14, where for the first time, two Training Audiences were exercised simultaneously as NATO Joint Task Forces leading two separate small joint operations, I am confident in our ability to adapt to and successfully meet these challenges.

Now that JWC is firmly marching forward into its second decade of training NATO's forces, and I close in on the completion of my first year at JWC, I can see more clearly what was al-



ready evident to me from the start: JWC has some of the most talented and dedicated personnel within NATO. Because of that talent and dedication, I am fully confident the JWC will be able to deliver its demanding Programme of Work and meet the challenges of the future and CFI. My vision for JWC's future role in CFI is one that: delivers four multi-tier operational level exercises per year; reinforces the links between the forces of NATO Nations; and establishes the JWC as a key element in ensuring doctrine is current and that exercises incorporate concept development and experimentation.

As part of JWC's commitment to taking on these challenges, we undertook the unprecedented process of evaluating, understanding and intentionally shaping our organisational culture. This is a process that continues today and one that I am committed to and fully embrace. The concepts presented through our partner Senn Delaney are nothing revolutionary, but we must all be mindful of the "shadow" we cast as leaders and continually strive to improve both individually and collectively as an organisation. In addition to shaping our culture, we are currently engaged in a complete review of how we are structured as an organisation, with the end goal of realigning our resources where necessary in order to most effectively and efficiently deliver our Programme of Work.

I would also like to take this opportunity to congratulate NATO's next Secretary General, Mr. Jens Stoltenberg on his recent appointment. He has a history of strong support to NATO and as Norway's former Prime Minister he has demonstrated a commitment to improving the country's defence posture. As Norway's NATO footprint, JWC is proud to welcome Mr. Stoltenberg to the NATO team.

Finally, as your Commander, I am proud to lead such a talented group of professionals. We have many challenges that lie ahead and I am fully confident in JWC's ability to meet those challenges head on. I hope you find this edition of *The Three Swords* magazine useful in improving and developing your knowledge.