

ON THE COVER

Photo by Yrjan Johansen

JOINT WARFARE CENTRE

2030

TRANSFORMATION
PROGRAMME



"THE JOINT WARFARE CENTRE SITS ON THE CAMPAIGNING CONTINUUM AND DELIVERS DETERRENCE FOR THE ALLIANCE."

by Colonel Kevin Rafferty

British Army

Deputy Chief of Staff

Exercise, Training and Innovation Directorate

NATO Joint Warfare Centre

Introduction

At the NATO Summit in Brussels in June 2021, former NATO Secretary General Jens Stoltenberg stated that NATO 2030 is "about making sure our Alliance remains ready today to face tomorrow's challenges." Since then, the Russian full-scale invasion of Ukraine delivered a shock to the geo-strategic security environment, resulting in a paradigm shift for Euro-Atlantic security and the global rules-based international order. This event has proven to be a catalyst for the Alliance to transform to meet the geo-strategic security environment.

At the political level, the Alliance has grown to 32 members with the accession of Sweden and Finland. At the strategic level, Allied Command Operations (ACO) advances towards its certification as a strategic warfighting headquarters on Exercise STEADFAST DETERRENCE 2025. At the operational level, the NATO Response Force (NRF) has transformed into the Allied Reaction Force

(ARF), which was certified during Exercise STEADFAST DETERRENCE 2024. The ARF recently deployed to the Western Balkans for further training and to support the NATO-led Kosovo Force.

The transformation across the entire Alliance has resulted in the development of the new family of plans and New Force Model to meet the evolving requirements of the Defence and Deterrence of the Euro-Atlantic Area (DDA). It is an exciting time to be in NATO and the Joint Warfare Centre (JWC), with the political ends, supported by the economic means, to transform the military ways.

These changes have resulted in a profound shift in the JWC's strategic mind-set to deliver meaningful and sustainable change and have provided added impetus to our activities in support of the NATO 2030 agenda.

As the nexus between Allied Command Operations (ACO) and Allied Com-

mand Transformation (ACT), the JWC finds itself well positioned. ACO, the "warfighters," set the requirements to ensure that NATO can "fight tonight," complemented by ACT, who are leading the development of the "fight tomorrow" capabilities.

The JWC acts as a transformational hub between ACO and ACT, supporting the operationalization of the "fight tomorrow" concepts and blending them with the "fight tonight" requirements to support the Alliance's continual evolution and help maintain its warfare advantage. The demand from the warfighters is generally for greater realism, which has been implemented to an unprecedented degree within the new STEADFAST exercise series.

But what does this mean for the JWC, and how does the JWC transform to meet the NATO 2030 and beyond requirements? How will this deliver tangible changes to the JWC's outputs in the short, medium and longer term?



ACO "fight tonight," warfighters, short- to medium-term, conceptually "the war," exercises and training

JOINT WARFARE CENTRE

The nexus between the Strategic Commands operationalizing concepts; implementing warfighter requirements

Warfare development, medium- to long-term, conceptually "a war," ACT "fight tomorrow"





Above
Colonel Rafferty, the author, during NATO Exercise STEADFAST DUEL 2024, where he served as the Chief of the Exercise Control team, which involved more than 700 personnel. Photo by Tore Ellingsen

To answer some of these questions, and to establish a baseline understanding, the JWC established an inclusive "Fit for Future" Team.

Transformation Journey

Transformation has been a recurring theme for NATO as it adjusts to the evolving threats and challenges of our time. Similarly, the JWC adjusts and evolves in accordance with the requirements of both ACO and ACT. It does this through focusing on continuous improvement, lessons learned and a forward-looking way of working.

Our future horizon scanning approach, in advance of the NATO 2030 Agenda, led to the publication of the JWC Future Exercise Support Capability Study in 2021, and led us to prioritize future change initiatives and create our dedicated JWC Fit for Future Team.

The study produced three key outputs: describing both the capabilities and the capacity challenges of the JWC, it proposed actions for incremental improvements to exercise delivery outcomes, and identified internal and external improvements aimed at exercise delivery.

The Fit for Future Team set about translating the study into tangible short- to medium-term activities that directly improved the

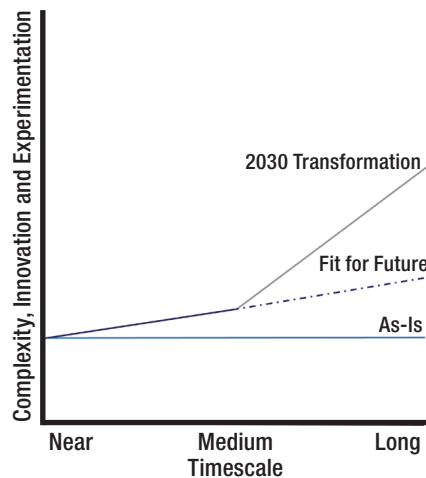
efficiency and effectiveness of JWC-delivered exercises as well as supporting ACT to operationalize the NATO Warfighting Capstone Concept (NWCC) and the Warfare Development Agenda (WDA). In addition to coordinating and providing greater understanding across the JWC, the principal outputs led to the prioritization of a list of change projects and initiatives

aligned to specific exercises and the formulation of more strategic future organizational thinking. Fit for Future provided the baseline understanding for the JWC to focus on immediate, near- to medium-term change improvements. Furthermore, it enabled the JWC to develop its thinking on longer-term (2028–2030 and beyond) transformation imperatives.

WITH A VIEW to supporting NATO 2030 and the Strategic Commands' (SC) analysis, the JWC 2030 Transformation Programme set about defining the JWC's vision, purpose and outputs in support of and informing the SCs four key requirement areas (KRAs): digital backbone; readiness; enabling and employment capabilities; and military thinking and command.

NATO's 2030 agenda and the SCs KRAs provide clear guidance and help to define a roadmap for the JWC's 2030 Transformation Programme, speaking directly to the JWC's training, exercise and warfare development roles. They reinforce the JWC's contribution to NATO's deterrence architecture as well as its readiness and resilience.

Alongside collective training and exercises, warfare development provides a focus for future innovation, experimentation and concept development. This directly supports



ACT and aligns with SACEUR's guidance for exercise designers to incorporate new ideas and media into training.

The ambition of NATO 2030 enables the JWC to focus on transforming future collective training and exercises and warfare development outputs, whilst also ensuring the JWC has the appropriate operating model to deliver them. Aligning with ACT's initiatives to that end, the JWC's 2030 Transformation Programme will systematically consider the JWC's future vision, purpose and outputs and the underpinning workforce, organizational structure, processes, infrastructure and technology requirements.

ONE OF THE KEY levers to enable this work is our recruitment of Project-Linked NATO International Civilians (PLNs). PLNs provide fresh thinking and expertise to augment the existing workforce and will help to sustain and support the JWC's transformation to support the "fight tomorrow" requirements. Using the military levels of war as analogy, the PLNs will be employed at the operational level, linking the strategic direction of ACT and ACO, and aligning it with the tactical-level outputs of the JWC in terms of collective training and exercises and warfare development.

An additional layer of complexity is the

"The JWC adjusts and evolves in accordance with the requirements of both ACO and ACT."

need to design, develop, test, and integrate new ways of working to deliver the JWC's future outputs. To do this, one might envision the PLNs having one foot in the branches, their body in the programme development area, and the other foot in the strategic space.

Fundamental is their understanding of the JWC's current outputs, their ability to synthesize the strategic direction of future requirements, and their capability to design, develop, and define new ways of working and output delivery mechanisms.

Providing the evidence for the future operating model of the JWC, including its workforce balance, structural change, new and improved processes, infrastructure require-

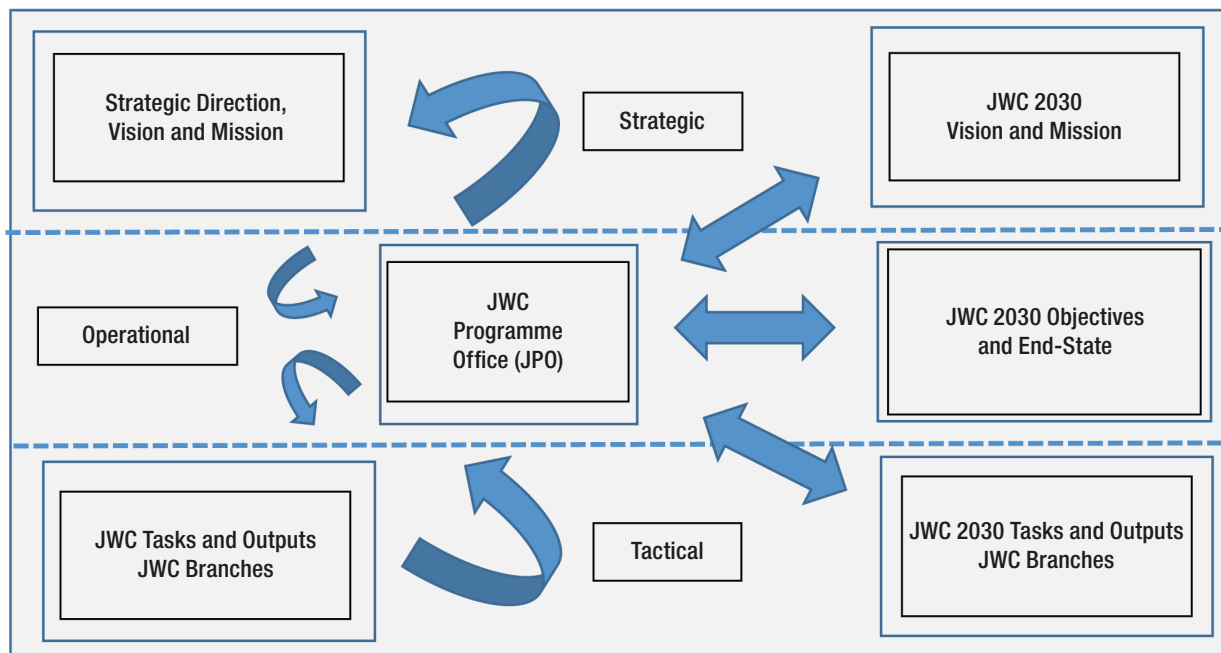
ments and technological maturity levels, is an undertaking that requires the commitment and contributions of the entire JWC One Team.

From a system design perspective, the PLNs, working with the existing workforce, support the JWC 2030 Transformation Programme, operating predominantly from the middle tranche, supporting the strategic and tactical/task-orientated work streams.

The integration, coordination and alignment to the future vision, purpose and outputs of JWC 2030 and beyond is managed and overseen by a central JWC Programme Office (JPO) (see the graphic below).

Conclusion

In conclusion, embracing NATO 2030 is not just a strategic imperative for the JWC — it is a pathway to reinforcing our relevance and operational effectiveness. By focusing on innovation, resilience and adaptability, we will shape the future of the JWC and NATO's warfare advantage. We will take on the challenges with a strong commitment to building a safer and more secure world for future generations. Together, we can seize the opportunities of NATO 2030 and chart a course towards a bright future for the entire Alliance. ✦



Above
PLN support to military levels of warfare

EMBRACING JWC 2030

The Joint Warfare Centre (JWC) has established the JWC 2030 Transformation Programme to ensure the JWC remains aligned to the NATO 2030 agenda, and continues to be forward-thinking, resilient and effective, in an era defined by rapid technological advancement, geopolitical shifts and evolving security threats. Throughout its history, the JWC has strived to improve and to fulfil its motto of "making NATO better." Similar initiatives have been implemented here since 2013, resulting in the Centre's first organizational culture programme and first climate survey in 2014, its matrix structure in 2015, and its first continuous improvement survey in 2020. NATO 2030 signals a new era for the JWC, introducing its most comprehensive change management programme to date.

JOINT WARFARE CENTRE'S CAPABILITY DEVELOPMENT FOCUS AREAS



Wargaming



Multi-Domain Operations



Digital Transformation



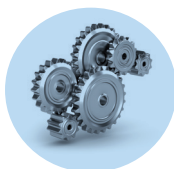
Strategic-Level Exercises



Readiness

THE IMPERATIVE FOR CHANGE

For the JWC, embracing change is not just an operational necessity, it is also about thriving in an increasingly dynamic and unpredictable environment. Rapid technological advancements, hybrid warfare tactics, and geopolitical shifts demand that we adapt proactively to ensure our relevance and effectiveness in delivering collective training and exercises (CT&E) and support NATO's warfare advantage.



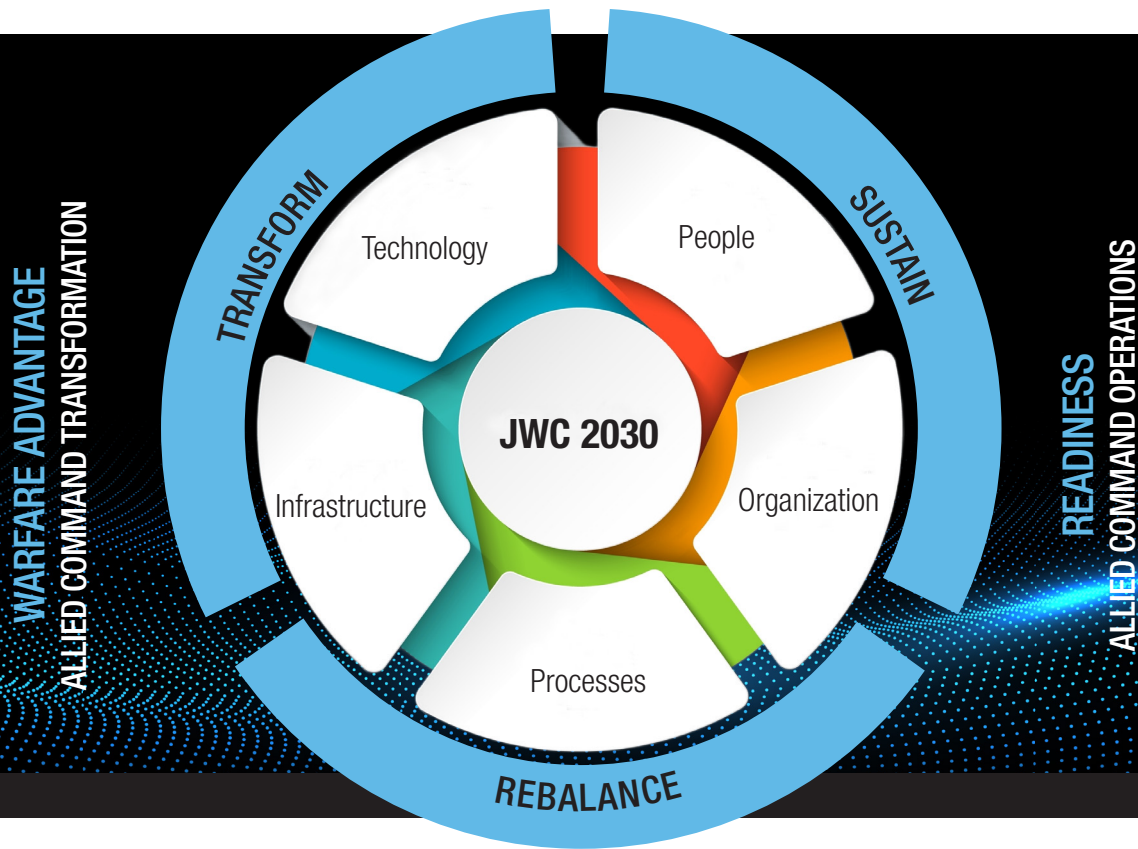
STAYING AHEAD OF THE CURVE

Embracing NATO 2030 offers the JWC a unique opportunity to position ourselves as leaders in warfare concept advancement and CT&E provision. By tapping into cutting-edge technology, enhancing our interoperability and partnerships, and fostering strategic agility, we can deliver more realistic and impactful exercises that directly contribute to NATO readiness. From cyber warfare simulations to multi-domain operational scenarios, embracing NATO 2030 enables us to push the boundaries of innovation and ensure our effectiveness for the future.

BUILDING A CULTURE OF INNOVATION

At the heart of embracing NATO 2030 lies the need to foster a culture of innovation within the JWC. This means encouraging experimentation, collaboration, and knowledge-sharing among staff members, empowering them to think creatively and adapt quickly to changing circumstances. By implementing a mind-set of continuous improvement, we can unleash the full potential of our organization and drive positive change that benefits not only the JWC but the entire NATO community.





Above
JWC 2030 Transformation Programme imperatives (Sustain, Rebalance and Transform) and "enablers"

"As Financial Controller, I am committed to ensuring the JWC's financial practices align with the NATO 2030 ambition. Our 'Sustain – Rebalance – Transform' journey is vital for providing the resources and oversight needed to support the JWC's evolving role within the Alliance.

NATO 2030 presents both challenges and opportunities, and it is our responsibility not only to adapt but to excel in this dynamic environment. A key part of this is transforming the way we work to make us more agile and improve our ability to scale. By modernizing financial processes and embracing new technologies, we can streamline operations and respond more effectively to emerging needs. This transformation will support the development of cutting-edge capabilities, strategic-level exercises, and readiness initiatives that are central to our collective defence.

Effective financial management is essential to ensuring the JWC remains innovative, adaptable, and responsive to NATO's requirements. It is an exciting time to be part of NATO, and I am proud to contribute to this transformative effort."

"By modernizing financial processes and embracing new technologies, we can streamline operations and respond more effectively to emerging needs."

Helena Potter
Financial Controller
NATO Joint Warfare Centre





Colonel Rüdiger Schönrade
Deputy Chief of Staff, Support
NATO Joint Warfare Centre

"Transforming the JWC to meet the Alliance's demands of 2030 and beyond needs an analysis of the underpinning workforce, infrastructure and technology requirements. The JWC has developed a number of highly technical networks and processes for the simulation and global coordination of its exercise activity, resulting in unique requirements. As NATO transforms, the speed and complexity of exercise activity must be supported by ever more capable technical equipment, people and more complex networks. The digital backbone of the JWC needs to be developed, thus supporting one of the Strategic Commands' Key Requirement Areas.

In addition, we have to consider the JWC's requirement to construct and build office and exercise space adaptable to future ways of delivering exercises. With the recent drive for distributed and remote working options as well as with upcoming technical requirements to support future exercises, the JWC's Support Directorate must ensure incremental adaptation of the JWC 2030 Transformation Programme findings."

"As NATO transforms,
the speed and complexity
of exercise activity must
be supported by ever
more capable technical
equipment, people and
more complex networks."

"We need to balance
supporting NATO's effort of
increasing readiness today
with the long-term aim
of keeping our
warfare advantage."

"The NATO 2030 agenda aims to make the Alliance stronger and ready for the future. Our JWC 2030 Transformation Programme supports this aim. We will identify, define and implement change initiatives focused on people, organization, processes, infrastructure and technology. We need to balance supporting NATO's effort of increasing readiness today with the long-term aim of keeping our warfare advantage.

To get the most out of our Transformation Programme, we stand to benefit from a holistic view of how Allied Command Transformation (ACT) will transform in the future. As the Director of Management, I think it is very important to make sure we sustain and deliver our programme of work, whilst we rebalance and transform to ensure we are fit for the future. With the security environment changing at speed, we need to stay vigilant, adaptive and connected to ACT changes."

Colonel Petter Bjørge
Director of Management
NATO Joint Warfare Centre



I N T E R V I E W

For this issue of The Three Swords, we interviewed four JWC staff members who fully embrace NATO 2030 through their work: Lieutenant Colonel Tony Lancashire, Head of the Content Branch in the JWC's Exercise Production Division; Lieutenant Colonel Julie Ann Janson, Military Assistant to the JWC Deputy Commander and Chief of Staff (DCOM/COS); Wing Commander Timothy Monk, Head of the Resources, Planning and Analysis Branch; and Mr Paul Sewell, the JWC's specialist for organizational development and culture.



Tony Lancashire
Exercise Production



Julie Ann Janson
DCOM/COS Office



Timothy Monk
Resources, Planning and Analysis



Paul Sewell
Organizational Development

What does NATO 2030 mean for the JWC? And how do you feel being a part of this process?

Tony Lancashire: We commenced our NATO 2030 journey with Fit for Future (F3), which was designed to coordinate all the change initiatives that the JWC is facing over the next few years and to enable a coherent sustainable response in the short to medium term. F3 is nested under our JWC 2030 Transformation Programme and directly contributes to NATO 2030. Our 2030 Transformation Programme is designed to cap-

ture some of the big changes facing JWC as a result of the NATO 2030 ambition. F3 not only commenced exercise delivery improvements, it also informed our thinking and placed our culture and our values at its core.

With understanding from our time focusing on F3, we recognize NATO 2030 to be much more wide-reaching in scale and scope, spanning change initiatives in training delivery, processes, structure, workforce, and communication and information systems and infrastructure. The intent of our JWC 2030 Transformation Programme is to bring together all the varied change activity in one place,

providing greater visibility and granularity so that the Command Group can make decisions on the future direction of travel with a greater understanding of how change will impact all aspects of the organization and the people who work here.

Julie Ann Janson: We face numerous global dilemmas impacting NATO. NATO 2030 is essential for addressing these challenges, alongside rapidly evolving technology and shifting geopolitical dynamics. Proactive identification of future challenges and opportunities is crucial for military success. Given the Russian ag-



gression in Ukraine, NATO cannot afford to be reactive. The JWC 2030 Transformation Programme is the JWC's contribution to NATO 2030, providing tangible deterrence in various ways. These efforts must align with strategic and operational requirements in our complex global environment. I find these focused initiatives particularly fulfilling as they offer long-term strategic impact and require navigating complex problem sets. While maintaining excellence in our current tasks, the JWC must also remain adaptable to increasingly demanding requirements. By enhancing the NATO Command and Force Structures, the JWC directly contributes to NATO's readiness and deterrence, giving me a strong sense of purpose in improving NATO's capacity and capability.

Timothy Monk: NATO 2030 feels different to some of the previous change programmes in which I have been involved. Rather than a purely internal focus, it offers an opportunity to be a part of something much bigger for the Alliance. The JWC can be at the leading edge of transformation and help to inform the future, not only in collective training but also in the way that NATO evolves to face future threats. This tour at the JWC will be my last in a 40-year military career, so to be closely involved in establishing a secure future for the next generation of NATO personnel is a real privilege.

What is changing?

Tony Lancashire: With a deteriorating global geopolitical picture, the challenges NATO faces are changing significantly and consequently the "ask" on the JWC is transformational. The desire from the frontline commands is for more realistic training, delivered in a more demanding, sustained environment that better reflects real-world situations and utilizes real-world plans. Initiatives such as 24/7 exercising, greater use of free play, training at the strategic level and the employment of real plans have the potential to shift the JWC's focus from validating processes towards testing outcomes. Aligning with major U.S. and other national exercises and incorporating multi-domain operations into JWC training brings further challenges. Of course, changing the JWC output



Above
Colonel Rafferty and Colonel Michael Biankowski, Acting Director of Management at the time, during preparations for the ACT Chief of Staff town hall meeting, July 16, 2024. Photo by JWC PAO

has implications for our internal processes and how we structure and support our workforce, all of which has to be carefully considered and deconflicted to ensure the organization is properly configured and resourced to meet future demands.

Julie Ann Janson: Most of the requirements I have seen come down to a common theme: a desire for greater realism in education, training and exercises. This is completely understandable in the current geopolitical environment, and I agree that this should be a priority focus for NATO. However, I have come to realize that not all of these adaptations require massive change. For example, the JWC already provides a large amount of "free play" and the integration of real-world plans in our exercises. Therefore, we must be careful to avoid change for the sake of change. Innovation is about useful novelty, with an emphasis on "useful." In order to effectively and efficiently adapt to emerging requirements, we must collaborate with our partners and training audiences to articulate what is already working and what truly needs to change. We must keep what works, so that we can spend limited time and resources on making the most impactful and realistic changes.

Timothy Monk: NATO has a long history of adapting to the changing world around it. The end of the Cold War, expansion of the Alliance, out-of-area operations and the two Russian invasions of Ukraine are all challenges requiring different responses. That NATO can adapt so readily is one of the Alliance's main strengths. Now as 32 nations, it is as important as ever that we are ready to face threats together and can work together seamlessly. The JWC has a major role to play in enabling that, and we must ensure that we are configured to support our colleagues in HQs across NATO to meet the challenges we face.

Paul Sewell: We are fortunate to have a workforce with, collectively, hundreds of years of experience. However, much of this experience is locked away because of the way we divide ourselves in our organizations. We see this in our structures and we find it equally in the other typical in/out-group dynamics that divide us, such as national culture, service, gender, generational differences, and so on. Therefore, our mind-set shift should focus on being better at connecting across all of these divides and seeing the value of the broad diversity in our staff.





Is the JWC 2030 Transformation Programme a learning process?

Timothy Monk: Definitely. We are being asked to operate differently, expand into new areas and deliver capabilities and concepts that NATO has not used before. There will inevitably be things that don't work or projects that do not add the value we had hoped. By learning from these experiences, we can refine other projects and focus on initiatives that add the most value and are genuinely transformative.

Julie Ann Janson: Organizational change, particularly at this scale, is always a learning process, and it can be difficult. Yet the cross-talk that emerges from this kind of effort is invaluable in that it builds understanding, breaks down stovepipes, and leads to greater efficiency and novel solutions. When members of the workforce engage with those outside their specialty, they benefit from fresh perspective and ideas. Studies have repeatedly shown that solutions developed with diverse viewpoints are more effective and innovative.

Paul Sewell: Definitely. Which is exactly the reason why I am excited to be a part of this initiative. Consider the challenge: delivering to our programme of work whilst at the same time having a firm focus on the future. The lessons will always be there for us to learn, but we need the eyes to see them as well as the time to reflect upon them. ✦

Right, from top

Part of the playing board of STEADFAST FOXTROT wargame developed by the JWC's wargaming branch; a JWC 2030 Programme brief by the Change Management team; JWC-directed wargame Exercise STEADFAST FOXTROT 2024, for which the JWC designed a medical wargame to test NATO's medical evacuation and medical logistics processes and capabilities. Photos by JWC PAO, Tore Ellingsen and NATO Joint Support and Enabling Command (JSEC)

