Refinding Doctrine

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HQ Supreme Allied Commander Transformation
“After a focus on counter-insurgency for the last decade, NATO needs to re-find doctrine as the foundation for interoperability”

Chairman of the NATO Military Committee, General Knud Bartels, 29 October 2012
Agenda

• Context
  – Capability Development
  – Concept Development & Experimentation
• Doctrine Development
  – Emerging requirement
• Analysis Implications
  – What has been done?
  – What has been learnt?
Force Development Cycle

- **Capabilities**
  - Capability Development
- **Knowledge**
- **Readiness**
  - Generate Force
- **Exercises**
  - Lessons
- **Operations**
  - Deployment

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• NATO Process
• Military Committee Tasked
• A NATO Concept is…
  – “Disruptive Idea”
• Campaign Plan
  – Research
  – Analysis
  – Experimentation
NATO Doctrine Development

- NATO Process
- Military Committee Tasked
- NATO Doctrine is...
  - Distilled Best Practice
- Campaign Plan
  - Identify Void
  - Develop Proposal
  - Draft Doctrine
Force Development Cycle

- Capabilities
- Readiness
- Knowledge
- Operations

1. Capability Development → Capabilities
2. Generate Force → Readiness
3. Lessons → Knowledge
4. Deployment → Operations
5. Lessons → Exercises

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Content Analysis

Integration
Synchronisation
Prioritisation
Coordination

Cap/keystone publications
Environmental publications

01 Allied Ops
2 Intelligence
3 Conduct of Ops
5 Op Planning
6 CIS
3.1 Maritime Ops
3.2 Land Ops
3.3 Air Ops
3.4 NA5CRO
3.9 Jt Targeting
3.10 Info Ops
Content Analysis

Component of Battle space management

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<th>Dimension Level</th>
<th>Battlespace Management</th>
<th>Integration</th>
<th>Prioritisation</th>
<th>Synchronisation</th>
<th>Coordination</th>
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Key:
- Green: is well represented
- Yellow: is represented, but vague
- Red: is not represented at all

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Analysis of Lessons

Dimensions of Battlespace Management Lessons

- SOF - Land
- SOF
- Other Actors
- Land - Other actors
- Land - Air - Information
- Information - Other actors
- HN Allied Forces
- Air - Land - Other actors
- Air
- Maritime
- Information
- Electro Magnetic
- Land - Air - Maritime
- Land - Maritime - Air - Other actors
- Air - Land
- Land

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What’s next?

• Doctrine Development Task
  – Ballistic Missile Defence
  – Battlespace Management
  – Cyber Operations
  – Assessment (USA)

• Enhanced Toolset
  – Static & Dynamic Testing
  – Automated Content Analysis
  – Document Network Mapping
Document Network Mapping
Final Thoughts

Concepts
- Something novel
- Getting something into the military mind
- “Greenfield”

Doctrine
- Distilled best practice
- Getting something out of the military mind
- “Brownfield”
Final Thoughts

“The only thing harder than getting a new idea into a military mind, is getting an old one out”

B H Liddell-Hart