

JALLC COMMANDER Speech at 10th Anniversary



Ambassadors, Generals, Admirals, honoured guests, past and present members of JALLC, ladies and gentlemen,

Ten years the JALLC has been in existence. Ten Septembers past, the first members of the JALLC assembled in our as yet unfinished building and began the at times difficult, but ultimately successful, process of creating NATO's first dedicated joint analysis body.

Birthdays are always a bit special and, at the same time, a bit nostalgic. Such anniversaries give one occasion to reflect, both on where one has come from and where one is going.

In reflecting on where JALLC has come from, I see many accomplishments and continual and increasingly significant contributions to constructive and timely transformation of the Alliance—Ten years in support of intelligent change!

With our accomplishments, I believe we have achieved the vision set for us five years ago by my predecessor: JALLC's role in NATO is well understood and its products are respected and provide valuable insight for NATO's leadership.

Let me tell you a little story that highlights the difficulty of summing up 10 years of existence. As we were preparing for this anniversary, I asked my Production Branch staff to come up with a little slogan to combine with our special anniversary logo. For over a week we tried to find something with the right balance between being comprehensive and pretentious, between too specific and too vague and being short enough to convey the breadth of our contributions to transformation, and, from a practical point of view, short enough to fit neatly on the logo too.

After things like "10 years of championing learning for the Alliance" or "JALLC – the thrusting spear of NATO Transformation" or simply "NATO's lead agent for Joint Analysis", we settled on the one you see now. *10 years in support of Intelligent change*. Why did we choose this over the others?

NATO is constantly changing. Every few years we completely reorganize our structures, our concepts or our doctrine, usually under the theme of "doing more with less". As just one example, in 2013, JALLC will see a fourth new NATO Command Structure since our inception.

Sometimes the changes come so quickly it seems like we forget the very present, never mind the past. Do any of these acronyms ring a bell: EBAO, DJTF, CDE. Just a few years ago, we were expending tremendous amounts of effort and money on developing the concepts behind these terms. And now merely to mention them seems to mark one as completely behind the times. Yet how long before Comprehensive Approach, Knowledge Development or Smart Defence go the same way?

Change in the Alliance will only be effective if it is based on well-informed and well-reasoned decision making. In other words the change must be intelligent and not just change for change's sake.

And JALLC supports just this kind of change. That's why the word *support* in that slogan is so important. JALLC cannot and should not make it happen by ourselves. Intelligent change must be driven by leaders and we support those leaders with the understanding they need to make the right decisions. This is the power of analysis and of a LL Capability. I believe JALLC has been very successful at providing this support.

We contribute something else that often goes unnoticed and certainly is not any part of our formally described role—but is of incredible importance to the Alliance all the same. Our reports and the contents of the NATO LLDb provide a unique and valuable historical insight into the Alliance’s activities, its successes and failures, over the last decade.

To my knowledge no one else in NATO is producing reports like ours that, in addition to the advice our analysis supports, also record—in the discussion sections and extensive reference lists—the history of NATO’s present and recent past.

I mentioned before the now forgotten concepts, like EBAO, cast aside when a newer, sexier concept came along. Well, they are not forgotten in JALLC reports. In them you will find what we learned, for instance, about deployed forces concepts back when the DJTF was exciting and new. Many of those lessons are indeed relevant now and in five or ten years’ time, and will be of relevance to NATO personnel long thereafter.

This is why I am very excited about a project I have initiated with SACT’s support, to provide an overview of the major lessons and themes of the last ten years, a study called “A Decade of Conflict”. It will review the major findings from every one of JALLC’s 134 published reports and every lesson in the LLDb as well, pulling out the main themes that we think will be relevant to the future of NATO, to supporting intelligent change.

When I began my remarks, I mentioned that birthdays also provide an occasion to look forward. I said that I believe that JALLC has been very successful at supporting NATO’s leaders with the tools and the understanding they need to make the right decisions. But we have not been completely successful.

Sometimes, we have not been asked to provide support where we could have. Sometimes we have done the analysis and made the right recommendations, only to see those recommendations not be endorsed or sometimes simply ignored. This is particularly DISHEARTENING when, some years later, a JALLC analysis on a similar topic finds that the same problems still exist.

Looking forward, I see challenges of course, but also opportunities to improve NATO’s ability to learn from its experience, to become a better learning organization. Our products are good and our role in the NATO LL Process is clear; now we must help others better understand their role in making NATO an effective learning organization. JALLC’s outreach through the JATT, our Handbooks and our Annual Conference contribute in this direction but we can do more.

We need for our customers to understand what analysis and a LL Capability can do for them and, just as important, what it can’t. We need them to understand their roles and responsibilities in making NATO a better learning organization. I see no reason why JALLC won’t succeed in this as well—while continuing to provide high quality analysis for NATO’s leaders.

A birthday provides a chance to reflect. But it also provides a chance to offer thanks for those who have made our achievements possible.

Our successes during these past ten years are due to the hard work and dedication of the incredible people who have worked at the JALLC over that time. A birthday such as this gives me and all the leaders in ACT an opportunity to formally recognize and honour their achievements.

From our project teams who are the visible face of our analysis, to the JATT, which brings visibility of Lessons Learned to the farthest flung corners of the Alliance and beyond, to our support staff in Registry, BUDFIN and IT branches who enable the rest of us to get on with our work, and to our US Navy Reservists who are always on call to support us. On behalf of

SACT, I commend each and every one of you for a job well done. Thank you JALLC staff past and present!

I would be remiss if I did not also thank the Nations for the tremendous support they give us by sending us such talented and motivated people to serve at JALLC and to SACT and his staff for the support they give me as a transformational commander.

I also have to take this opportunity to thank our Host Nation. At JALLC we enjoy tremendous support from the Government of Portugal, the MOD and our Portuguese Air Force hosts here at the Comando Aerea in Monsanto. In my many NATO posts, I have never encountered a better relationship that I have enjoyed here in Portugal. It is also a tremendous place to be stationed. Not one member of my staff has finished their tour here without telling me that the time here was a highlight of their careers. General Pina Monteiro, thank you!

Shakespeare once described the seven stages of man's development: Infant, School boy, Lover, Soldier, Justice, Statesman and Second Childhood. The analogy is certainly apt for JALLC. I can see how JALLC progressed through each of the stages until today, where I believe we have become, thanks to the dedication and effort of the women and men of JALLC, the Justice, In fair round belly, with good capon lined, With eyes severe, and beard of formal cut, Full of wise saws, and modern instances, And so he plays his part.

But in one sense we are still the Lover, "Sighing like furnace, with a woeful ballad made to his mistress' eyebrow." For no one sees the future more optimistically than a young lover and I see a bright future for JALLC. Happy Anniversary!

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Before I leave the podium, I want to make a small gesture to acknowledge the hard work, dedication and skill of the women and men of JALLC and single out specially those 5 current members of JALLC who were here that day ten years ago, four of whom are present today. Could I ask the follow people to please step forward:

Ms Tina Kosswig,

Mr, Manuel Martins

Mr Luca Ranise

Mr John Redmayne

Mr Paulo da Silva

You are the thread that has held JALLC together for a decade the ones who hold its memories. You represent all those other staff who have come and gone in that time. I deeply appreciate your commitment to this centre. Please join me in thanking them for their service.