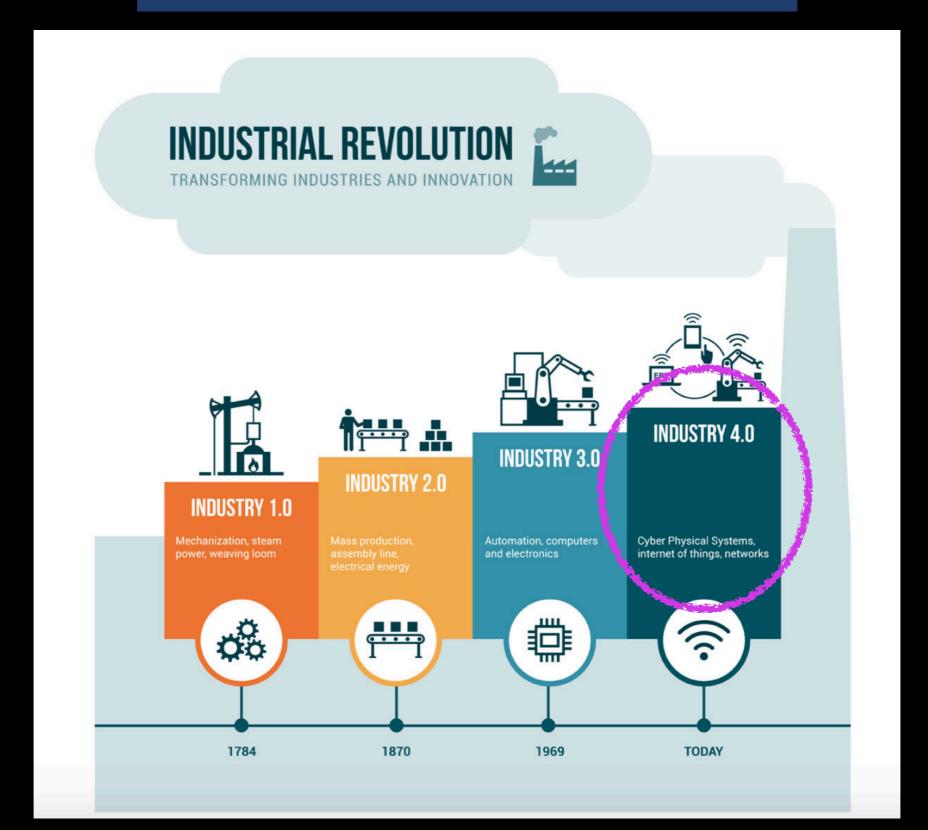
### ROB MURRAY - NATO HEADQUARTERS

# FUTURE THINKING: NATO ARMAMENTS AND CAPABILITIES

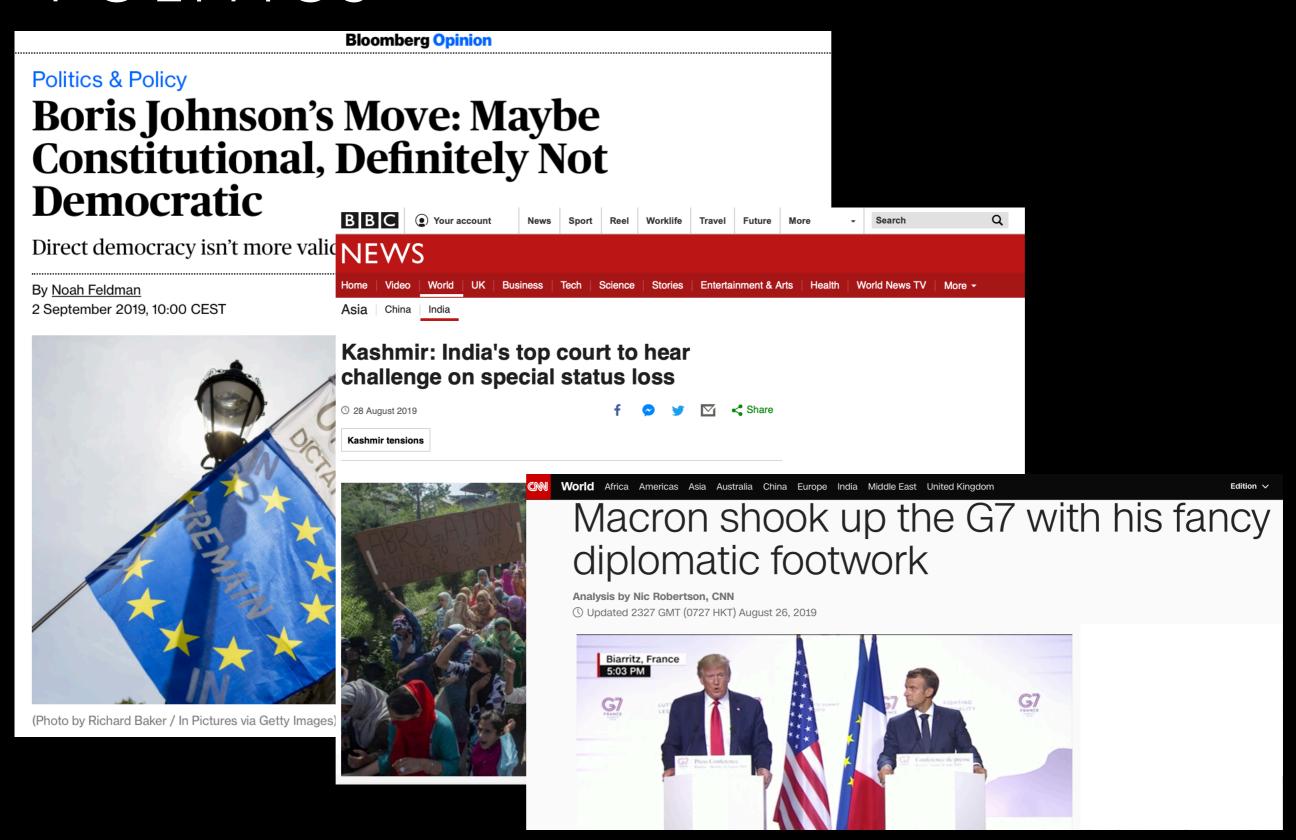


## FRAYING OF NORMS - AUGUST 2019

TO DISRUPT OR BE DISRUPTED?



### POLITICS



### ECONOMIC



JAMIE DIMON, CEO OF JPMORGAN CHASE AND CHAIR OF THE BUSINESS ROUNDTABLE. SPEARHEADED THE EFFORT TO REEVALUATE THE BRT'S STATEMENT OF PURPOSE. THE RESULTING REVISION, HE SAYS, "IS AN ACKNOWLEDGMENT THAT **BUSINESS CAN DO MORE TO** HELP THE AVERAGE AMERICAN."

### **PURPOSE AT A TURNING POINT**



**Share of Americans** who say a company's "primary purpose" should be "making the world better."

**SOURCE: JULY SURVEY BY** NEW PARADIGM STRATEGY GROUP, FOR FORTUNE]

Share of Fortune 500 **CEOs who say solving** social problems should be "part of [their] core business strategy."

[SOURCE: MARCH POLL FOR FORTUNE, THROUGH SURVEYMONKEY)





MARKETS

**BUSINESS** 

INVESTING

**TECH POLITICS**  **CNBC TV** 

MARKETS

### Surge in corporate debt with negative yields poses risk 'unlike anything' investors have ever seen

PUBLISHED WED, AUG 21 2019 • 7:01 AM EDT | UPDATED WED, AUG 21 2019 • 8:50 AM EDT

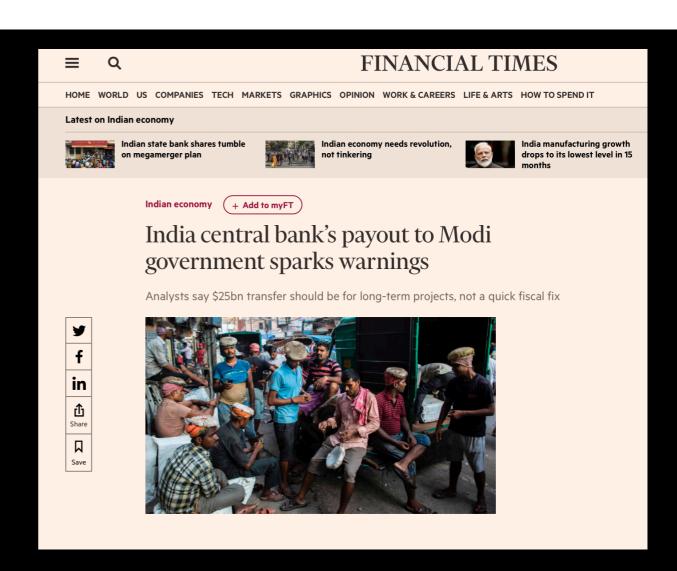












## DEFENCE AND SECURITY











### Nato and Russia trade barbs after collapse of nuclear arms treaty

US pulls out of cold war-era INF treaty after Moscow's 'secret deployment' of cruise missiles



Dan Sabbagh Defence and security editor

14:47 Friday, O2 August 2019

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## ENVIRONMENTAL



a political story as an environmental one





The Telegraph News Politics Sport Business Money Opinion Tech Life & Style Travel Culture

UK news ➤ World news ➤ Royals ➤ Health Defence Science Education ➤ Investigations ➤ Global Health Security ➤

Climate change melts 12.5bn tons of ice in Greenland 50 years earlier than predicted



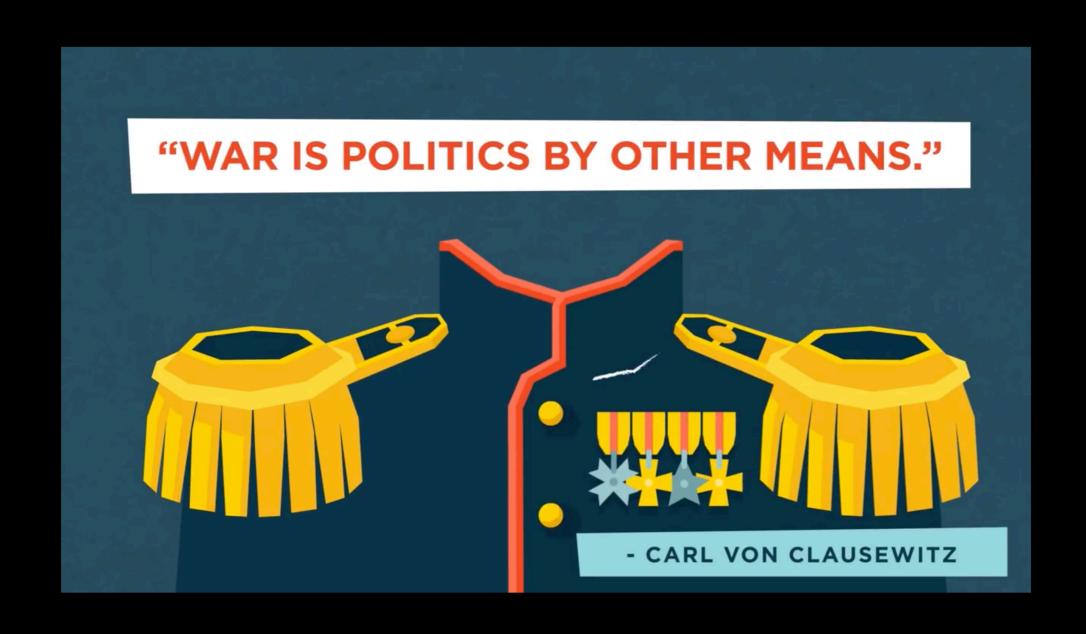




Teenage boys pictured enjoing the recent heatwave by taking a dip in the sea in Qaanaaq, one of

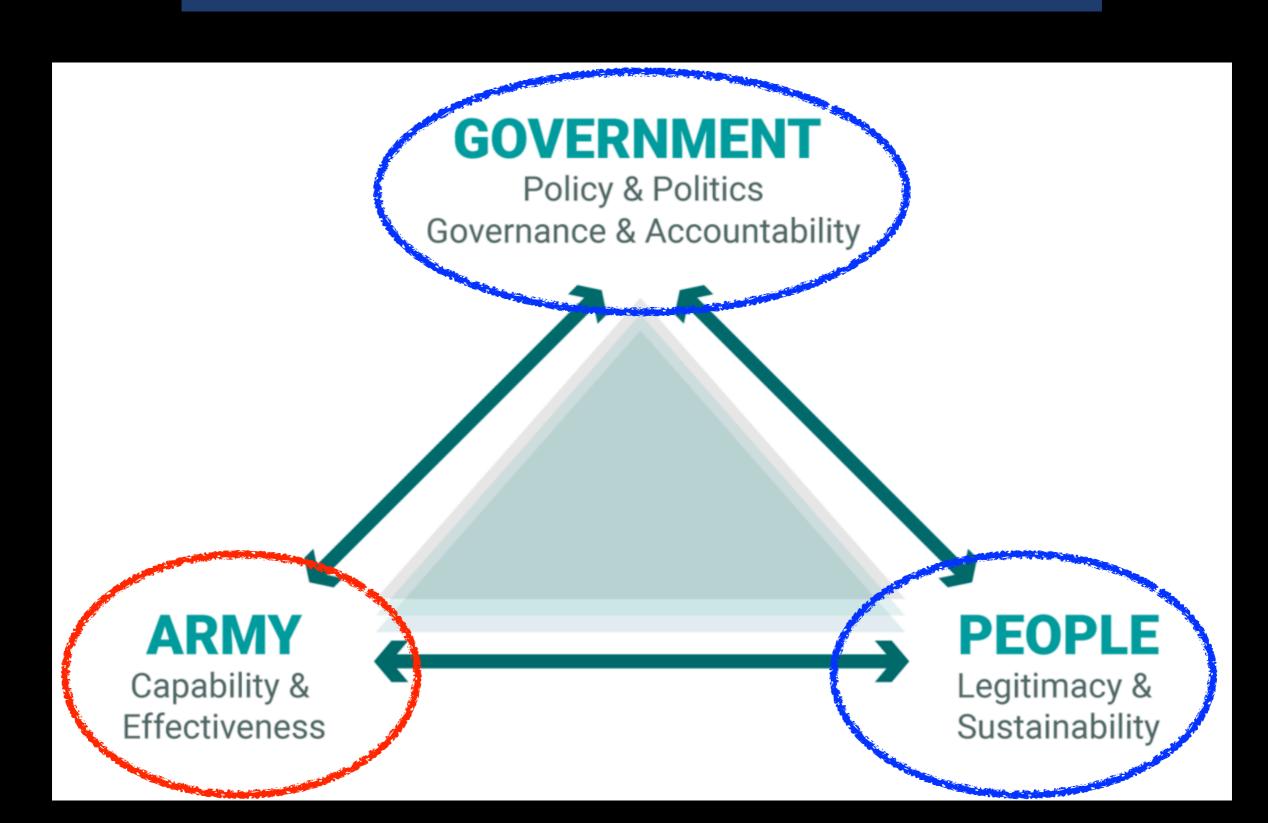
#### TAKEAWAY 1

POLITICAL AND SOCIAL DISRUPTION WILL RADICALLY IMPACT THE DEVELOPMENT, EMPLOYMENT AND BUSINESS MODEL OF MILITARY CAPABILITIES (PEOPLE, IDEAS AND TECHNOLOGY).

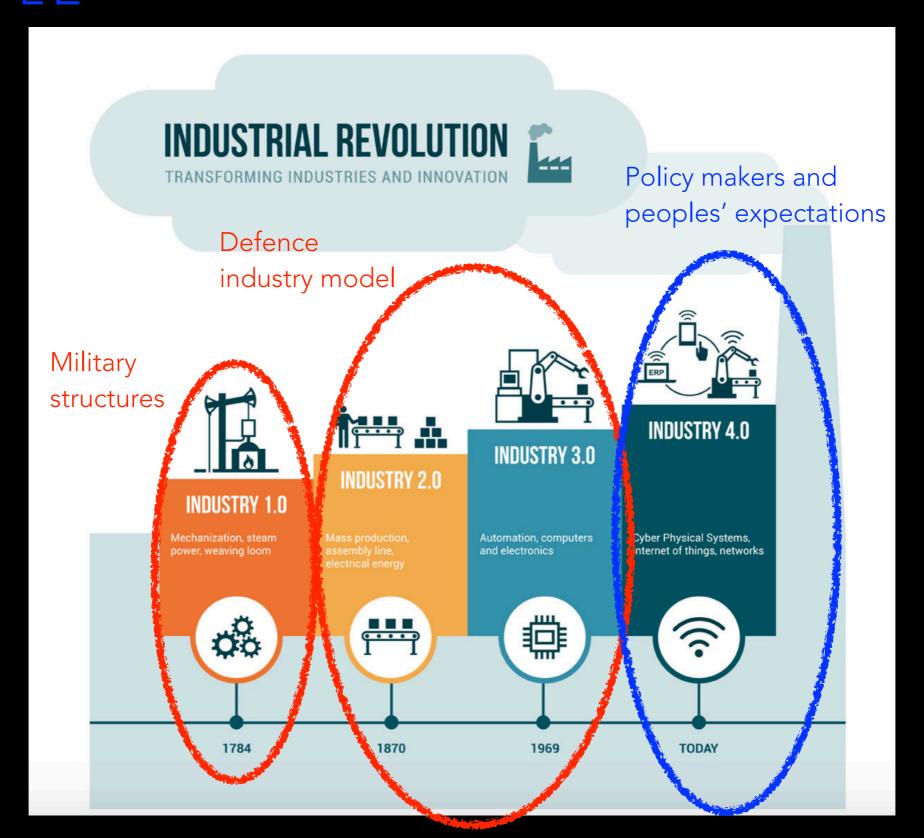


## MAINTAINING THE EQUILIBRIUM

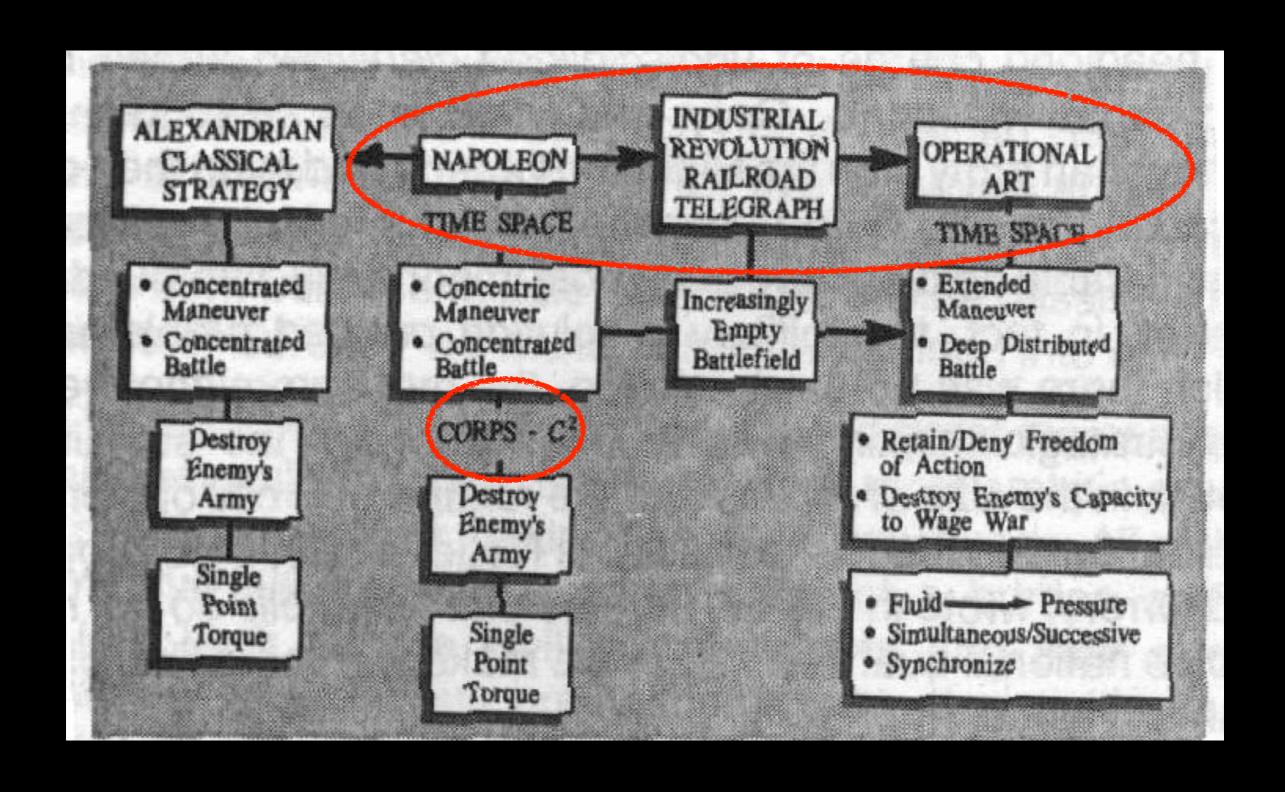
NORMS AND SENTIMENT: ADJUSTING TO 4IR



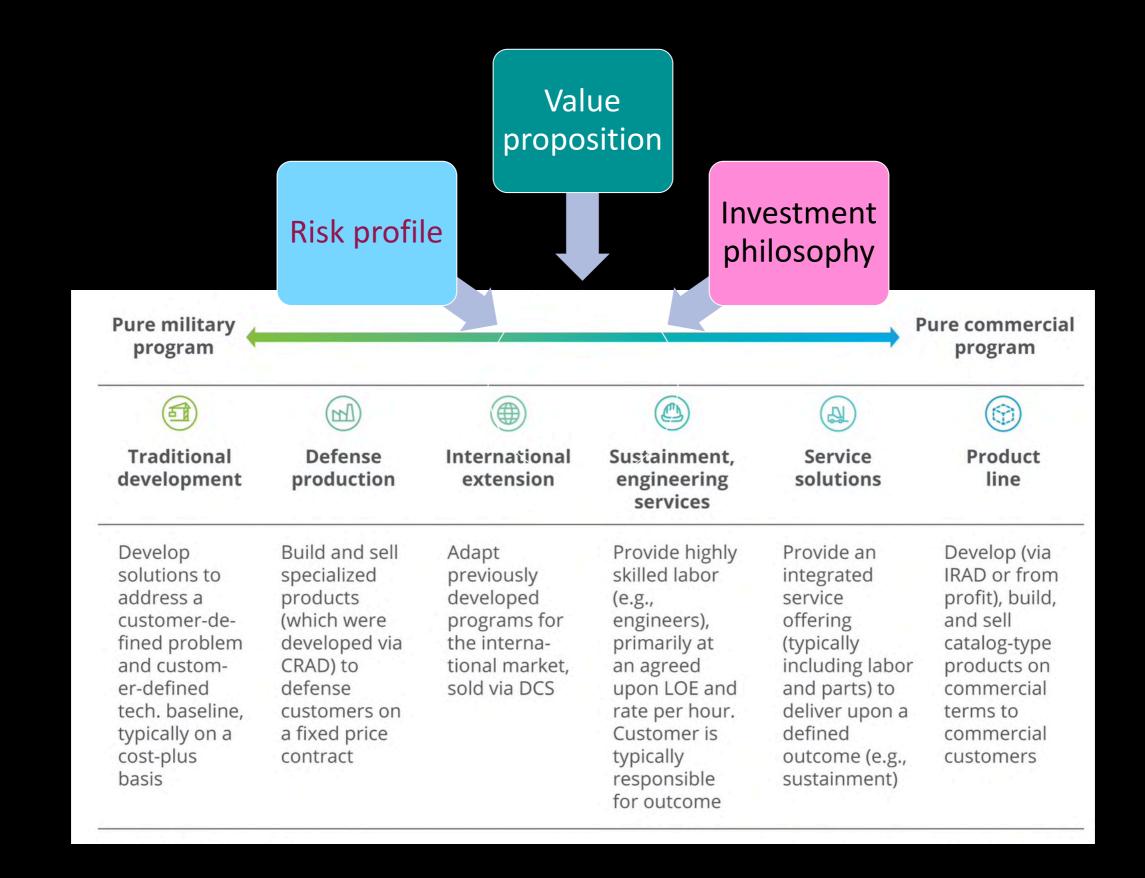
## MILITARY CAPABILITIES + POLICY AND PEOPLE



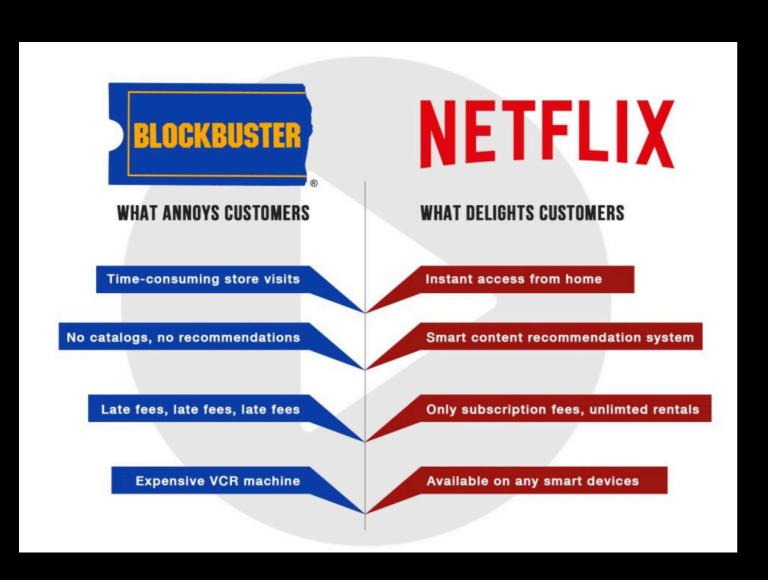
### MILITARY STRUCTURES



### DEFENCE INDUSTRY BUSINESS MODEL



## BUSINESS MODELS THAT DO NOT ADAPT







#### TAKEAWAY 2

ORGANISATIONAL STRUCTURES AND MODELS OF CONCEPT DEVELOPMENT TO DEFENCE ACQUISITION & EMPLOYMENT NEED TO SIT IN THE ERA OF THE 4TH INDUSTRIAL REVOLUTION.



"PEOPLE, IDEAS, HARDWARE-IN THAT ORDER!"

**COL. JOHN BOYD** 

The revolutionary military strategist John Boyd used to say, "Machines don't fight wars, people do. And they use their minds." He never committed to only one solution, and favored mental and tactical agility over raw power. He said, "War is ever changing, and men are ever fallible. Teach men to think!"

## ORGANISATION

### AREAS TO CONSIDER

#### What is needed?

Changing Management Structures by moving from scalable Efficiency to scalable Adaptability in order to succeed

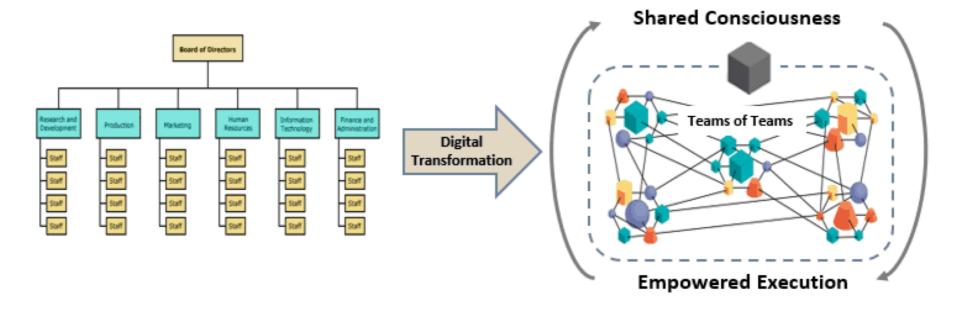
The Digital Transformation of Knowledge Work

The traditional Org-Chart

Scalable Efficiency

Team of Teams

Scalable Adaptability



doing things right Efficiency doing the right thing Adaptability

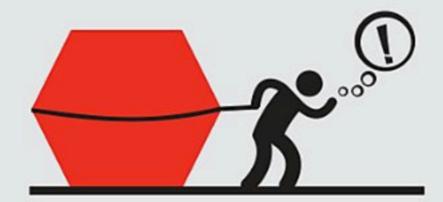
## DEFENCE ACQUISITION FOR THE 4TH INDUSTRIAL REVOLUTION

AREAS TO CONSIDER

EMPOWERED, CROSS-FUNCTIONAL AGILE TEAMS FOCUS ON HIGHEST-PRIORITY PROJECTS, AT A FAST PACE,
WITH MINIMAL WASTE

WATERFALL PROCESS







Rapid adaptation, learning and recovery from failure

Laser focus on things that are more important

Transparency, honesty, trust and delegated power

Customer-focused design and empowered employees

Collaboration and alignment

Perfect plans; avoidance of risk and failure

Everything is important; fragmented multitasking

Diplomacy, spin and controlled power

Layers of internally focused approval

Individual performance

### PERSISTENT ADAPTATION

"The only thing harder than getting a new idea into the military mind is to get an old one out."

B. H. Liddell Hart

"Nothing remains static in war or in military weapons, and it is consequently often dangerous to rely on courses suggested by apparent similarities to the past."

Admiral Ernest Joseph King

"The military mind always imagines that the next war will be on the same lines as the last. That never was the case and never will be."

Marshall Ferdinand Foch

#### TAKEAWAY 3

WE MUST INCENTIVISE AND REWARD OUR PEOPLE TO TAKE RISK, TO BE INNOVATIVE AND TO EMBRACE UNCERTAINTY. DATA MUST DRIVE THE DECISIONS. RELATIONSHIPS AS OPPOSED TO TRANSACTIONS WILL BE CRITICAL.

