

BUNDESWEHR COMMAND AND STAFF COLLEGE

Bulletin 1/2022 (Updated Edition)



BUNDESWEHR



Dear Readers,

Russia's invasion of Ukraine as well as the events that unfolded in Afghanistan last summer have once more highlighted the need for future military leaders to be prepared for the inherent risks of being a soldier at the sharp end. Against this background, the Bundeswehr Command and Staff College (BwCSC) provides initial, advanced and follow-on education and training to its students, enabling them to become advisors, shapers, leaders and decision-makers 'fit for war', who fight and think, as epitomised by Auguste Rodin's sculpture 'The Thinker' featured on the front page. The cover picture also leads us to this issue's main topic: the Command and Staff College's role as a think tank.

Our choice of topic was inspired by the 31 December 2021. On this day, as directed by the Federal Ministry of Defence, the Command and Staff College established the Joint Doctrine Centre. The Doctrine Centre is tasked with developing doctrinal principles for the planning and conduct of operations in all domains – on land, in the air, at sea, in the cyber and information domain and in space. In doing so, the Centre can and should draw on the expertise and network of our College – Germany's highest-level military training institution. Ever since it was established, the Doctrine Centre has benefited from the fact that for almost four years the Command and Staff College has served as a strategic think tank. As a consequence, all members of the College – operationally experienced senior officers as well as renowned scientists and young students – are involved in discussions on security matters, with the German Institute for Defence and Strategic Studies (GIDS) playing an important role. As a research, teaching and advisory institution, the GIDS, a collaboration between the Bun-

deswehr Command and Staff College and the Helmut Schmidt University / Bundeswehr University Hamburg, enriches public debate by shedding light on the military dimension of foreign and security policy.

In its capacity as a think tank, the Command and Staff College also makes good use of the students' vast potential, in particular by giving them project assignments and supporting them during their research. Relevant topics for project assignments may be submitted by various members of the College as well as by commands, offices and ministries. Working on these research projects is part of the students' education and training, our College's core mission. This mission extends to delivering 1. the National and International General/Admiral Staff Officer Courses that prepare officers for top-level assignments; 2. the Basic Staff Officer Course that lays the foundation for future careers; and 3. modules that are open to both military and civilian leaders.

On the following pages, you will find out more about what we do. We hope you will find our bulletin informative and would be delighted to welcome you in Hamburg in 2022. Maybe you will join us on the occasion of this year's Conference of Commandants, which will bring together the heads of senior defence training institutions from NATO member and partner countries at the Command and Staff College from 17 to 19 May. Or you might be interested in attending a course or seminar: on the College's website, our new Module Catalogue is now available for download. In either case, you are cordially invited to the Bundeswehr Command and Staff College.

With kind regards,
The editorial staff



PORTRAIT OF A THINK TANK'S LABORATORY OF IDEAS

The Command and Staff College and its German Institute for Defence and Strategic Studies

The German Institute for Defence and Strategic Studies (GIDS) – an epitome of military know-how uniquely combined with scientific excellence – employs experts from different disciplines working neutrally and independently as part of an international network. This collaboration between the Bundeswehr Command and Staff College and the Helmut Schmidt University / Bundeswehr University Hamburg (HSU) aims at researching and analysing strategic issues from a military and security point of view. Excellent basic research, critical advice and open-minded debates are the pillars of its work, making the GIDS the centrepiece of the Command and Staff College think tank. As such, it actively contributes to Germany's ability to take strategic action.

Following its inauguration by former Minister of Defence Dr Ursula von der Leyen in 2018, the GIDS has quickly made a name for itself. With cooperation partners the Institute is very much in demand for its forward-looking analyses of emerging issues and phenomena, its strategy consulting and strategic foresight. The GIDS has attracted quite a number of high-ranking visitors so far, which is proof of the interest it generates. In 2021, both Dr Eva Högl, Parliamentary Commissioner for the Armed Forces, and General Eberhard Zorn, Chief of Defence, came to gain first-hand impressions of the work performed by the GIDS. On this occasion, General Zorn called the studies produced by the GIDS 'a vital advisory element in support of our work'.

Advising decision-makers from the Bundeswehr and the Federal Government is part of the Institute's core mission. This includes, for example, its assessment on how the Federal Government's policy guidelines for the Indo-Pacific can be translated into security and defence policy, an effort which resulted not only in the release of several publications on maritime security and the hosting of debates on Chinese naval strategy but also in the GIDS paving the way for cooperation with the National Institute for Defense Studies in Tokyo. The recently published (draft) Operational Guidelines 'On the Future of German Land Forces' (in German: Operative Leitlinien des Heeres) represent another project on which the GIDS were able to offer advice. The Institute contributed to the drawing up of this strategy document by providing analyses, organising a workshop with Lieutenant General Alfons Mais, Chief of the German Army, in Berlin, and issuing a #GIDSstatement on the need for reorienting German land forces. The above-mentioned shows that the Institute's research priorities, as per its founding document, are based on the various processes that concern the German military. For the GIDS, the objective of all its activities is

to make a major contribution to the operational readiness of the German armed forces. In order to achieve this, it established four research areas called 1. Meta Strategies; 2. Strategies, Conflicts and Dynamics in Interconnected Systems; 3. Geopolitics and Strategies; and 4. Culture and Identity in a Security Context. Key topics on the agenda are global health security, climate change and the military, maritime security, cyberspace and artificial intelligence. It is the Institute's strategic focus that fills a 'gap' in the security debate in Germany – a gap which has emerged as a result of the long-standing dominance of peace and conflict research.

The Board of the GIDS is composed of an equal number of representatives from both the Command and Staff College and HSU. Jörn Thießen, a senior civil servant at the Command and Staff College serving as the Head of the Faculty of Political/Strategic Studies and Social Sciences, is responsible for all contributions of the College. The responsibility for all University-based research activities lies with Prof. Dr Burkhard Meißner, historian and spokesman of the research group



'Netzwerk Interdisziplinäre Konfliktanalysen', a network for interdisciplinary conflict analysis at HSU. Prof. Dr Gary S. Schaal, professor of politics at HSU, and Prof. Dr Stefan Bayer, economist and GIDS Head of Research are members of the extended GIDS Board. They are supported by an Advisory Council consisting of university professors and former generals. Spokesperson of the Council is Prof. Dr Sven Bernhard Gareis, a member of NATO's International Staff (Operations Division). At the GIDS, it is military officers and civilian scientists who – within the different research areas – work on topics such as nuclear strategy, modern warfare, hybrid threats and the history of diplomacy. Senior Fellows of the Institute are Lieutenant General Ton van Loon (ret.) from the Netherlands and strategy consultant Dr Heiko Borchert. More expert knowledge comes from the Institute's large network. Taking all these things together, the GIDS is a unique pool of experience and know-how, a laboratory of ideas that acts as a driving force for research and innovation by challenging habitual ways of thinking, stimulating debate and enriching it by highlighting the military dimension of foreign and security policy. Its close links with the teaching activities of the Command and Staff College and HSU have been especially beneficial for the GIDS. The master's programme 'Military Leadership and International Security', MLIS for short, provides important insights for the Institute's research. Military officers and civilian leadership personnel who have completed or are currently enrolled in the National General/Admiral Staff Officer Course (NGASOC) at the Command and Staff College are eligible to study on this programme at HSU. Outstanding theses

are published in the 'GIDS Analysis' series. Its close involvement in the NGASOC's study phase is another way in which the GIDS supports the course. During the study phase, the students work on a topic provided by the Chief of Defence and, subsequently, derive recommendations for the Federal Government on the basis of their results.

Together with the students from the International General/Admiral Staff Officer Course (IGASOC), the GIDS prepared a conference entitled 'Security Aspects on the Indo-Pacific Region' in late 2021, building on its previously mentioned work on the Indo-Pacific. Due to the coronavirus pandemic, the live conference had to be postponed to 2022. Nevertheless, renowned experts and distinguished alumni of the Command and Staff College, who make up the network initiated by the College and the GIDS called #ALEX!, have accepted their invitations. This shows how valuable #ALEX! is as a

platform. As mentioned earlier, the GIDS is part of an international network of institutions. In 2021, it contributed to the foundation of the Network of

GERMAN INSTITUTE FOR DEFENCE AND STRATEGIC STUDIES

European Strategic Studies Institutions (NESSI) consisting of 16 members, e.g. the Institut de Recherche Stratégique de l'Ecole Militaire in Paris and the National Defence Academy in Vienna.

The GIDS publishes its findings in various formats. Lieutenant Colonel (GS) Martin Starkloff, Head of Research Management, is a great supporter of the #GIDSstatements. Based on scientific facts, they contain straight to the point observations of political relevance. GIDS statements published so far in 2022 focus e.g. on the use of foreign fighters in Ukraine as a security risk for Germany and Europe and on hypersonic weapons, their symbolic nature and strategic limitations. The GIDS publishes in journals, too, as shown by an article featured in the Winter 2022 issue of the Naval War College Review.

The Institute's panel #GIDSdebate, one of its live formats, brings together scientists, military officers and civilian leadership personnel. It is held on the third Wednesday of each month and starts with a keynote speech, followed by a discussion and a networking opportunity. In April, the panel focused on the topic 'Russia's War - Putin's War: Causes, Consequences and Lessons Learned from the Invasion of Ukraine'. The topic of the upcoming #GIDSdebate in May will be 'Fighting Morale and Society'. You are welcome to join the event online.

Further details can be obtained from the GIDS at +49 (0)40/8667-6801, info@gids-hamburg.de, or on www.gids-hamburg.de.



FOR THE FIGHT ACROSS ALL DOMAINS

The Doctrine Centre has crossed the line of departure

In order to succeed in the conflicts of the 21st century, 'we must think, plan and fight across domains'. These were the words of the Chief of Defence, General Eberhard Zorn, during the 2021 Bundeswehr Commanders' Conference. Accordingly, the organisation of our armed forces will also have to be based on the domains of land, air, sea, space and the cyber and information domain. In this context, the Joint Doctrine Centre, which was established by the Command and Staff College at the end of 2021, represents one of the most important elements as regards the development of doctrinal principles for the planning and conduct of operations in these domains. To put it in a nutshell, it aims at nothing less than making the Bundeswehr fit for the future. So, what is the current situation faced by our armed forces and the Doctrine Centre? In the future, conflicts will take place across all domains, with quick changes of focus and often deliberately masked and obscured by hybrid measures at the intersection of peace, crisis and war. As a consequence, the Bundeswehr must

be able to act quickly, simultaneously and seamlessly across the entire spectrum of domains. Bearing in mind that the entire state may be attacked, coordinated action across the country and a broader understanding of interoperability are indispensable. These are decisive prerequisites for robustness, i.e. the success of operational defence, even below the threshold of high-intensity combat operations. Against this backdrop, the Doctrine Centre is not only to develop guidance with regard to operational doctrine but also

to draw conclusions for the structures and capabilities of our armed forces. Specific focus is put on the Operational Guideline for the Bundeswehr, which is currently being developed. In addition, the Centre deals with potential threats, conflict scenarios and matters of national and collective defence taking operational concepts of allies, partners and potential adversaries into consideration. Gamechangers such as artificial intelligence or hypersonic weapons are also of interest. The Centre derives resulting recommendations for the Chief of Defence, drawing on the expertise of the Command and Staff College – the think tank of which it forms a part.

The Federal Ministry of Defence publicly announced its intention to establish a doctrine centre in its paper 'Key Elements of the Bundeswehr of the Future',

which was issued in May 2021. Based on this policy document, steps were taken to coordinate and implement the project: Tasked by the Commandant of the Bundeswehr Command and Staff College, Major General Oliver

'If necessary, our students even have to touch some sore spots.'

Kohl, a project team crossed the line of departure in August 2021. Headed by the Chief of Staff, Colonel (GS) Michael Schlechtweg, the team put together an agenda for 2022. Trips to NATO's Joint Warfare Centre in Stavanger, Norway, and to the Centro Innovazione della Difesa in Rome, Italy, sparked ideas for potential cooperation projects and provided the team with insights into the mission, organisation and infrastructure of these institutions. One thing is certain: Thanks to its affiliation with the think tank Bundeswehr



Command and Staff College, the Doctrine Centre will have excellent networking opportunities – with the College’s directorates, faculties and courses and the German Institute for Defence and Strategic Studies (GIDS) here in Hamburg as well as with national and international decision-makers in armed forces, ministries and organisations.

For the time being, the Doctrine Center is structured based on organisational procedures. Three experienced staff officers are in charge of organising all content-related matters. They developed a conceptual basis, announced the establishment of the Centre within the Bundeswehr and presented it to members of the Bundeswehr Command and Staff College, e.g. to its lecturers and the liaison and exchange officers. The latter shows yet again that each and every member of the BwCSC is welcome – and called upon – to contribute to the work of the Doctrine Centre in a flexible, quick and constructive manner, without any preconceived views as to the outcome.

In this context, the National General Admiral Staff Officer Course (NGASOC) is of particular importance as its students are expected to come up with fresh and unbiased ideas. Colonel (GS) Schlechtweg emphasises: ‘I expect logical and consistent deductions and recommendations following the pattern address – assess – conclude. If necessary, our students even have to touch some sore spots. It’s ok if it hurts as long as it helps to improve the Bundeswehr.’ Furthermore, the Doctrine Centre sees itself as a transparent partner rather than an

elitist institution: ‘Openness wherever possible in and for the Bundeswehr – that is our approach’, says the Chief of Staff.

For the time being, the Doctrine Centre has identified 50 questions and forwarded them, among others, to the 2020 NGASOC for analysis. The reason for this is the course’s study phase, during which the students deal with the topic ‘Operational Challenges in the Multi-Domain Battlefield of the Future’. During the #GIDS-debate held at the BwCSC in October last year, the topic was presented in more detail. A working group of NGASOC students enlarged for instance on the blurring of the battlefield boundaries of space and time, on attacks prior to open combat and on the decision-making process in times of artificial intelligence. While the GIDS is mainly in charge of developing strategic

analyses and promoting public debate, the Doctrine Centre is to prepare precise recommendations for military leaders. Both institutions are two sides of the same coin and cooperate very closely. Their joint aim is to provide

output that helps to make the Bundeswehr fit for the future. The Bundeswehr’s military leadership has already gained an impression of the Doctrine Centre’s work. The German Chief of Defence and his deputy, Lieutenant General Markus Laubenthal, as well as Lieutenant General Alexander Sollfrank, Commander of Multinational Joint Headquarters Ulm since March 2022, have all paid recent visits to the Command and Staff College, during which they were briefed on the progress of the Doctrine Centre.

‘It’s ok if it hurts as long as it helps to improve the Bundeswehr.’

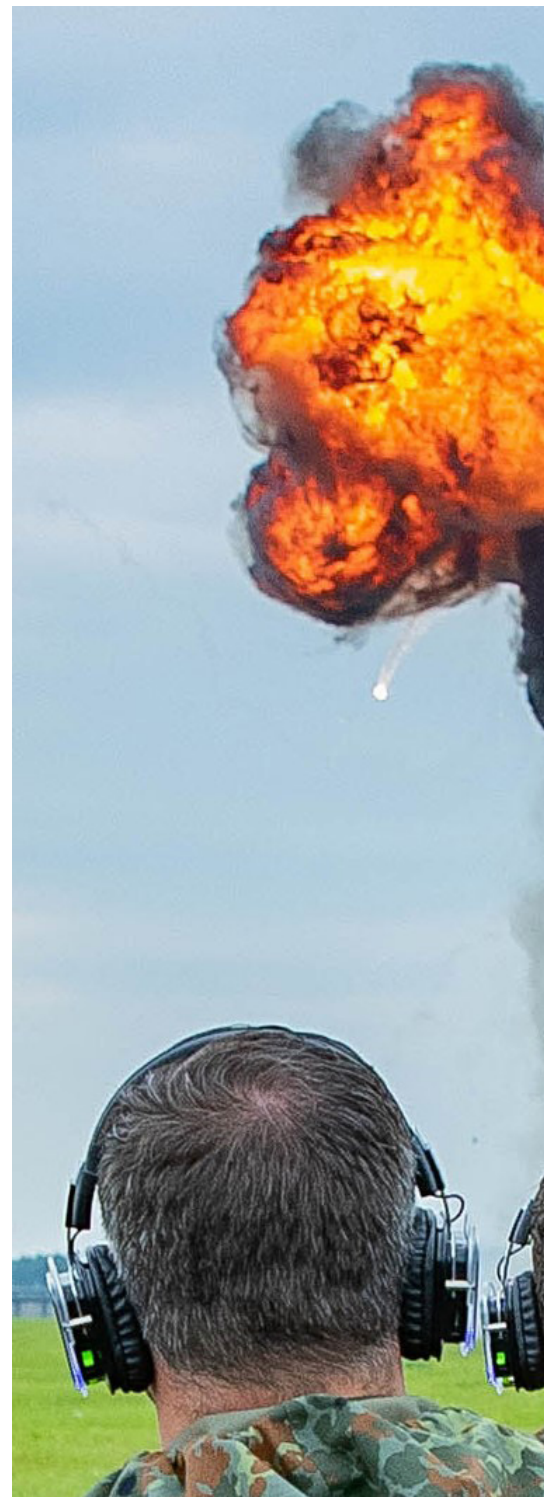


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LESSONS LEARNED

The most important resource a think tank has are the people who contribute to it. With the diverse courses taking place at the Bundeswehr Command and Staff College, there is a never-ending pool of fresh ideas to dip into. This also held true in 2021, in spite of COVID-19. Strict compliance with hygiene rules enabled us to conduct both the National and International General/Admiral Staff Officer Course (NGASOC and IGASOC) as well as the Basic Staff Officer Courses (BSOC) and the vast majority of our modules in the past year. Moreover, the College has speeded up its digitalisation efforts. Despite the fact that we had to cancel educational trips due to the pandemic, our staff managed to successfully prepare military and civilian leadership personnel for their professional future. The images on these two pages give an impression of what our students have experienced and the lessons they have learned during their time at the BwCSC. Here are some short explanations on selected images:

- 1 Augmented reality in classroom teaching;
- 2 Launch boat trip with the IGASOC;
- 3 Teaching personnel and students of the 2021 IGASOC;
- 4 When thinking reaches new dimensions: SNAP Air Force exercise;
- 5 Farewell ceremony of the 2019 NGA-SOC;
- 6 FüAKEx Navy exercise;
- 7 Land operations training demonstration exercise;
- 8 Parliamentary Commissioner for the Armed Forces, Dr. Eva Högl.



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They lead the Bundeswehr Command and Staff College: Major General Oliver Kohl (middle), Commandant of the BwCSC, with Commodore Christian Bock (left) and Brigadier General André Abed.

SIDE BY SIDE WITH THE COMMANDANT

Brigadier General André Abed has been Director Strategic Affairs and Faculties at the Bundeswehr Command and Staff College since the end of 2020. His area of responsibility comprises the BwCSC's seven faculties, the German Institute for Defence and Strategic Studies (GIDS) and the Academic Process Management (APM). As regards thematic priorities, the 55-year-old focuses on the topicality and practical relevance of the education and training provided by the College. 'We must also reflect on the educational culture at our College, and we need to become trailblazers with regard to the application of modern technologies and methods in an adequate infrastructure', says the Brigadier General, who also holds a degree in education. Lifelong learning is one of the keywords here. 'Throughout an officer's career, follow-on education and training should be a matter of principle and be regarded as an opportunity. Eventually, lifelong learning is not only to one's own benefit but also to the benefit of the Bundeswehr as a whole.'

Prior to his assignment to Hamburg, Brigadier General Abed served as Chief of Staff, 10 Armoured Division in Veitshöchheim from 2019 to 2020. Before that, he was employed as Chief of Branch III 2, Directorate-General for Forces Policy at the Federal Ministry of Defence, where he was in charge of welfare and care, and headed the Leadership and Instruction divisions at the Leadership Development and Civic Education Centre. From 2007 until 2010, he served as Commander of Tank Battalion 104 in Pfreimd. He was also deployed abroad several times: twice to Macedonia (Task Force Fox, 2002; Operation Allied Harmony, 2003) and three times to Afghanistan (Kunduz, 2008; Mazar-e-Sharif, 2011; Kabul, 2013). From 1999 to 2001, he studied on the 42nd General Staff Officer Course (Army) at the Bundeswehr Command and Staff College. In his private life, the Bavarian is an active mountain rescuer and an enthusiastic ice hockey fan. Brigadier General Abed's predecessor as Director Strategic Affairs and Faculties, Brigadier General Boris Nannt, is now Commandant of the Bundeswehr Logistics School.

Commodore Christian Bock has been Director Training and Education at the Bundeswehr Command and Staff College since late summer 2021. The 52-year-old is in charge of all courses at the BwCSC as well as of the Leadership Skills and Development Division and the Quality Management and Controlling Branch. One of his foremost priorities is 'to increase the "academisation" of the curriculum and to realise current digitalisation projects at the BwCSC in such a way that they have practical benefit for our courses'. Via the newly established Doctrine Centre, he also wants to expand the support provided to the Chief of Defence. For this purpose, he plans to 'use the talents of the students on all our courses. I am looking forward to having discussions with this pool of intellectual talent and innovation and to engage in intellectual battles with them.' So, what impresses him here at the BwCSC? 'Like a kaleidoscope, it offers insights into all facets of the Bundeswehr in a concentrated form.' Prior to his assignment to Hamburg, Commodore Bock served for three years as Commander, Flotilla 1 in Kiel and as Director of the Centre of Excellence for Operations in Confined and Shallow Waters. Before that, he was responsible for developing the Bundeswehr's strategic concepts and objectives as Chief of Branch I 1, Directorate-General for Planning at the Federal Ministry of Defence. Prior to that, he held the position of Assistant Chief of Division at the Federal Chancellery and was responsible for military aspects of security policy. During his tenure as Commander, 5th Minesweeping Squadron, he was also deployed abroad as Commander, German UNIFIL contingent. Later, he served at the Bundeswehr Joint Forces Operations Command, where he was in charge of all naval operations. From 2001 to 2003, the holder of a business degree studied on the 43rd Admiral Staff Officer Course. He is honorary Chairman of Deutsches Maritimes Institut and Vice President of Deutscher Marinebund. His predecessor as Director Training and Education was Brigadier General Holger Neumann, who is now Chief of Directorate I at the German Air Force Headquarters.

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