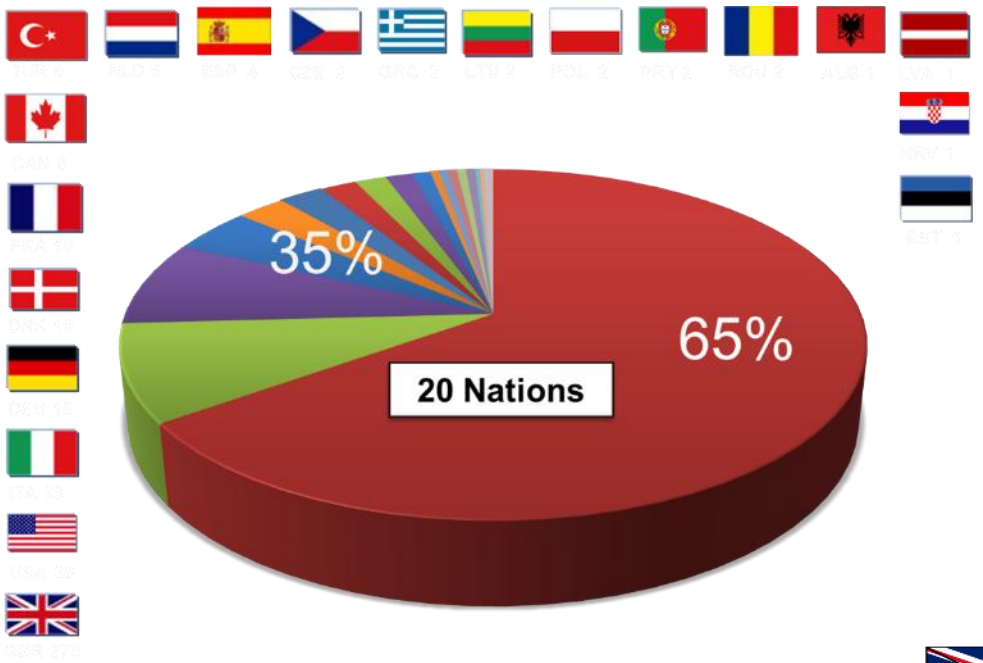
What does an Operational Commander need to be able to fight and win today?

Lt-Gen (Ret'd) Sir Edward Smyth-Osbourne

CALIAN®
Confidence. Engineered.

What constitutes a multi-domain operational level NATO HQ and Why does it matter?



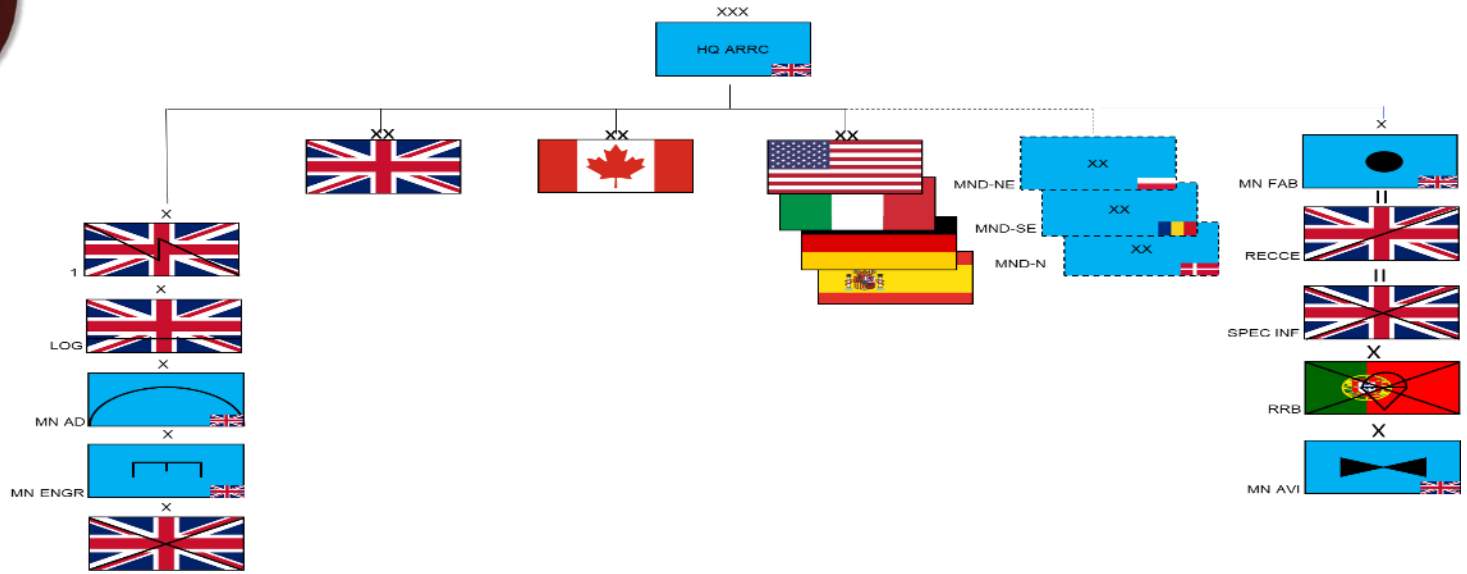
Multi-National

Professional Military Education

Experience

Rotation

Illustrative ORBAT



CALIAN

Decision Superiority

Technology has changed warfare more than any other variable; it favours victory but does not guarantee it

Schöningen Speer - Chariot - Combined Arms Paradigm

Gunpowder - Industrial Level War - Nuclear Weapons

Artificial Intelligence

Understand—Decide—Synchronize—Coordinate—Adapt

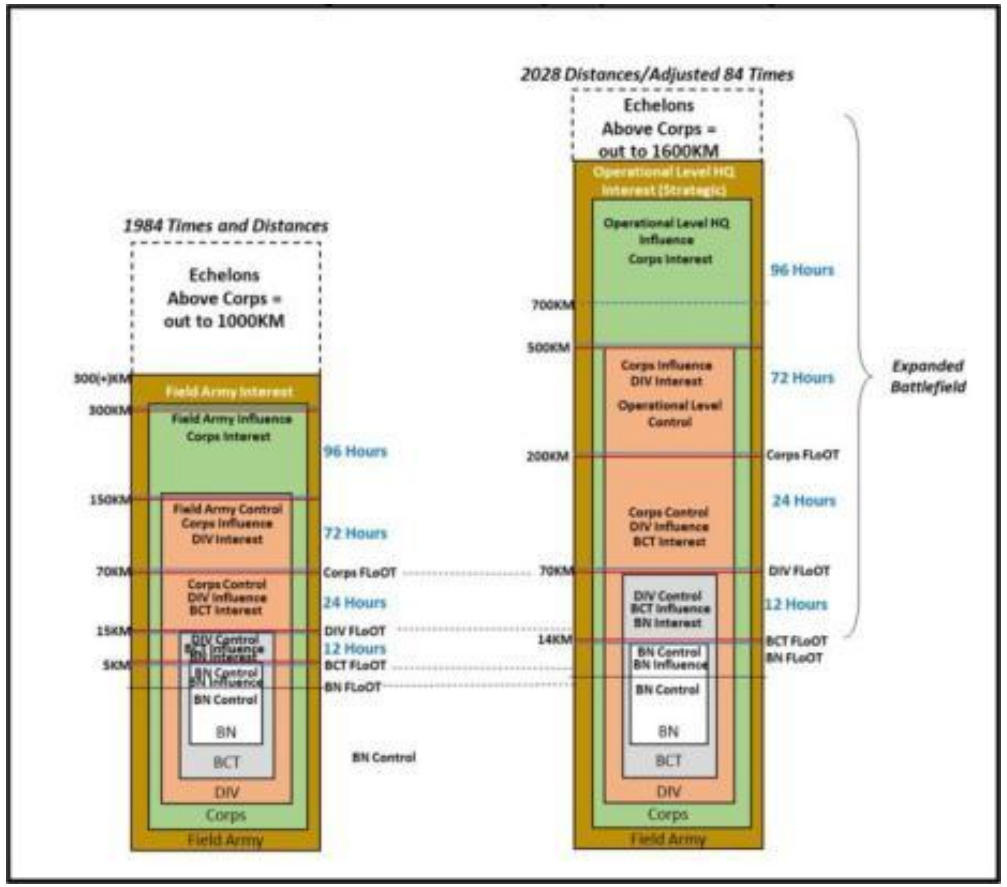
Tempo

CALIAN

Transformational C2

© 2026 Calian Group Ltd.

Transformational Targeting



CALIAN

Objective

To train the HQ as a Decision Making Organisation

Plan—Deploy—Execute—Judgement—Risk—Operational Thinking

To enable continuous operational readiness in the Alliance

COP—CIP—Multi Domain—Information Environment—Enduring

CALIAN

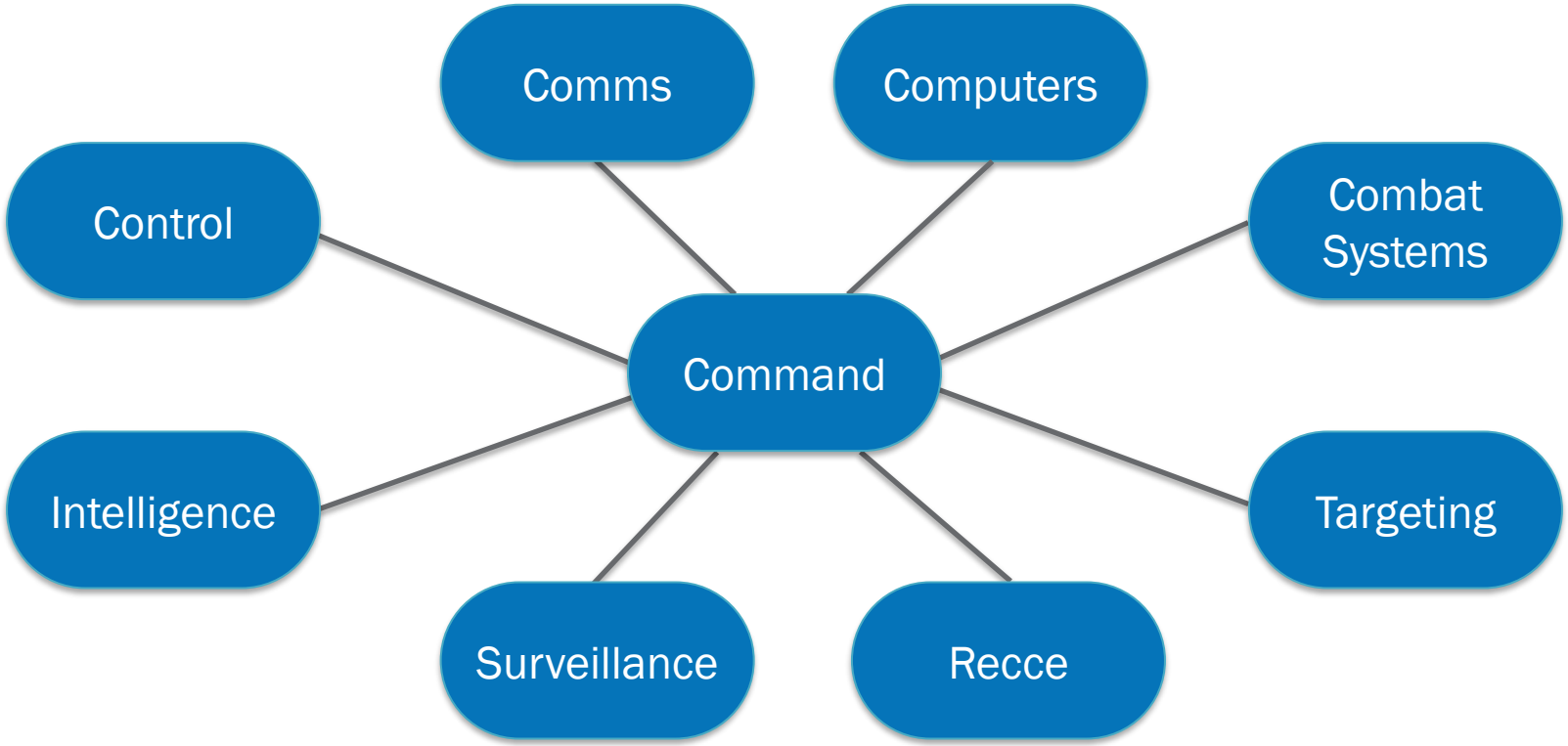
© 2026 Calian Group Ltd.

Approach

- ★ Federated Synthetic Environment

© 2026 Calian Group Ltd.

C5ISRT



CALIAN

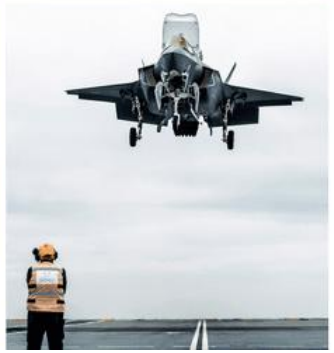
Approach

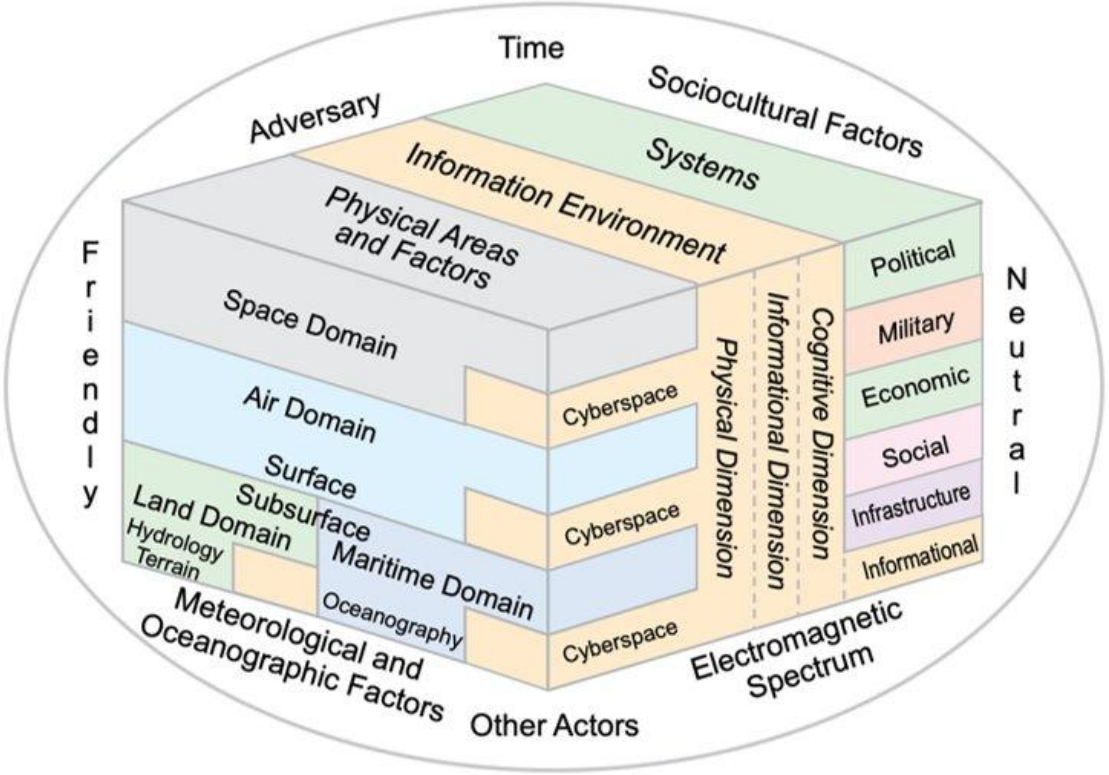
- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration

CALIAN

© 2026 Calian Group Ltd.

Multi Domain Integration





CALIAN

Approach

- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration
- ★ Adaptive Peer Adversaries

CALIAN

© 2026 Calian Group Ltd.

Adaptive Peer Adversaries

Approach

- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration
- ★ Adaptive Peer Adversaries
- ★ Campaign Level Wargaming

CALIAN

© 2026 Calian Group Ltd.

Campaign Level Wargaming

Approach

- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration
- ★ Adaptive Peer Adversaries
- ★ Campaign Level Wargaming
- ★ Distributed Multi-National Training

CALIAN

© 2026 Calian Group Ltd.

Multi-National Training

Approach

- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration
- ★ Adaptive Peer Adversaries
- ★ Campaign Level Wargaming
- ★ Distributed Multi-National Training
- ★ Objective Readiness Assessment

CALIAN

© 2026 Calian Group Ltd.

Objective Readiness Assessment

Approach

- ★ Federated Synthetic Environment
- ★ Realistic Multi Domain Integration
- ★ Adaptive Peer Adversaries
- ★ Campaign Level Wargaming
- ★ Distributed Multi-National Training
- ★ Objective Readiness Assessment
- ★ Decision Superiority (Tempo)

CALIAN

© 2026 Calian Group Ltd.

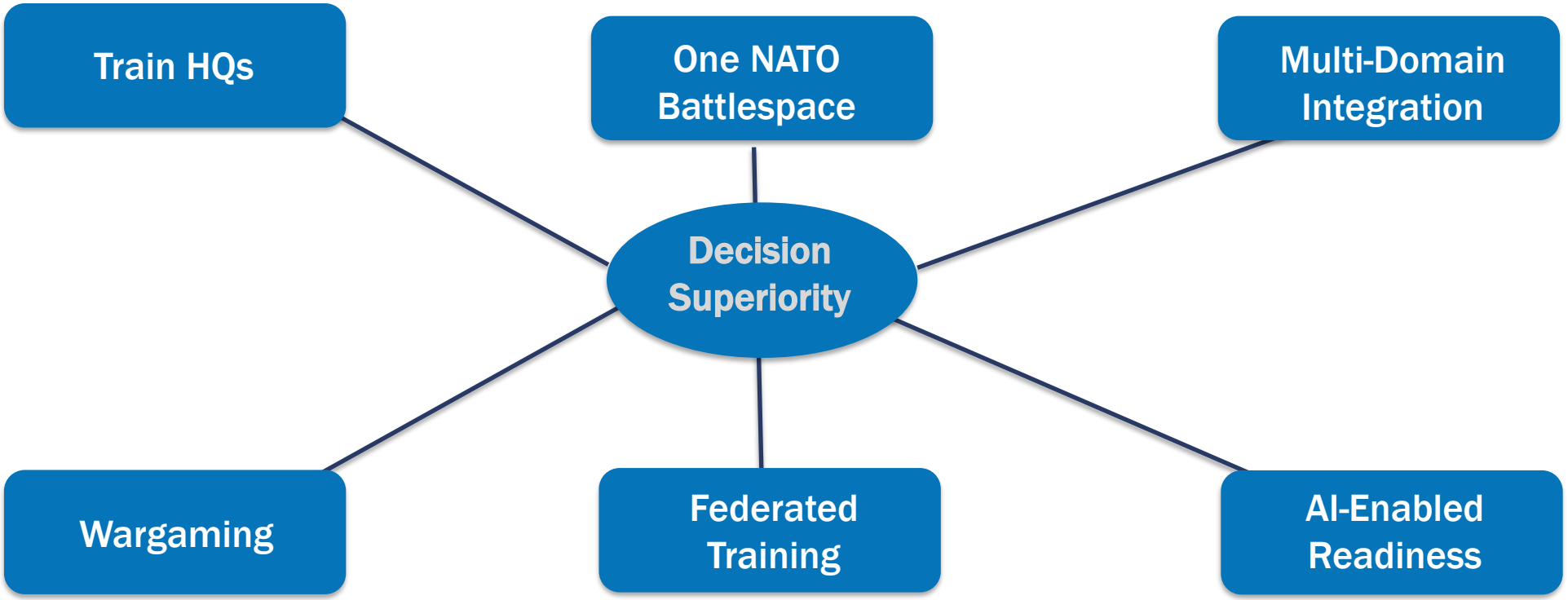
A Focus on Tempo

- **Pj PROMETHEUS**
  - to think and plan faster
- **Pj LELANTOS**
  - to deploy and command faster
- **Pj ARTEMIS**
  - to sense and strike faster

It is the cocktail of direction mixed with mission command that creates success and the line between intervention and trust defines a truly bold and ultimately successful commander

CALIAN

Key Findings



An integrated, AI-enabled, multi-domain training and readiness ecosystem delivers objective readiness assessment and the decision superiority required for NATO operational success.

CALIAN

Sic vis pacem, para bellum

CALIAN