

## EDITORS' NOTE

The third issue of the Journal on Baltic Security focuses on a question, which might seem very trivial, but which is rather difficult to answer. It is question of how we learn and what we learn. Or in other terms: how do we make sure that what we learn is relevant and useful? Therefore, this special issue is dedicated to the proceedings from the 9<sup>th</sup> International Lessons Learned Conference in Tartu on 1<sup>st</sup> and 4<sup>th</sup> June 2015, hosted by the Baltic Defence College and supported by Estonian Ministry of Defence. This conference tried to address three subtopics from a lessons learned point of view: 1) leadership; 2) crisis management; and 3) strategic communication.

The first article by Samer AL-Khateeb and Nitin Agarwal analyses the case of pro-Russian separatists' cyber information operations related to the Crimean Water Crisis. The authors used different social networks such as blogs, Twitter etc. to collect the data and make conclusions how extremist groups are able to spread their opinions and create emotional attitudes for their followers.

The second article written by Kristiina Määr, Holger Mölder, Vladimir Sazonov and Pille Pruulmann-Vengerfeldt is a report of extensive empirical research trying to find out the patterns of Russian Federation information operations against Ukraine from 1<sup>st</sup> of April to 31<sup>st</sup> December 2014.

The next article is from the Turkish Army War College by Hakan Güreşçi and Recep Sait Arpat who used a theory of social systems to analyse the usage of social network analyses within the crisis management domain.

The fourth article written by Malwina Ewa Kolodziejczak from the University of National Defence, Warsaw, Poland, takes a rather interesting topic from a lessons learned point of view. The author brings in the issue of legislation and argues about the role of the Commander-

In-Chief within the command and control system in Poland, especially emphasising the inconsistency between different legal acts.

The next article by Mark Schiller argues about the leadership challenges within the multinational brigade framework. It focuses especially on the obstacles a multinational brigade commander and his staff are likely to encounter during the planning and execution of brigade operations, adding possible actions and measures to facilitate interoperability.

The sixth article by Damien O'Connell explores some of the problems with "lessons learned" using the example of the Israel Defence Forces from 1948 to 1973. Some recommendations how military organisations might reduce the danger of lessons leading them astray are also included.

The seventh article is about army structures development written by Leszek Elak from the Polish National Defence University. This paper stresses the need to use proper theoretical concepts such as the theory of organisations and theory of management as a basis to develop the proper structures of the army for today's medium-sized country.

The next paper by Mirosław Banasik brings in the topic of hybrid war in theory and practise, and analyses the Russian approach to it using examples mostly from Ukraine and Chechnya. This article tries to answer to the question of what the concept of the new generation warfare means.

The ninth article gives a rather practical viewpoint about the challenges of leading multicultural military units. The author, Mirosław Smolarek, using his own experience from international deployments, presents his view and suggestions of the aspects commanding multinational troops.

The last article by Nathan White presents some learning points from Afghanistan and Iraq which might be utilised to inform more effective coalition development and employment.

Book reviews assess *Phantom Terror* by Adam Zamoyski and *Celebrating Borderlands in a Wider Europe: Nations and Identities in Ukraine, Georgia and Estonia* by Andrey Makarychev and Alexandra Yatsyk.

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Volume 2.1 Journal on Baltic Security