



CIOR Symposium

Mobilisation and Initial Stage of War

Estonia Concert Hall, Tallinn, Estonia

How to win the next war General Martin Herem, Chief of Defence of Estonia 2018–2024

Tracking the Russian Hybrid Warfare in Baltic and Nordic countries *Minna Ålander*, Finnish Institute of International Affairs (FIIA) in Helsinki ; Center for European Policy Analysis (CEPA) in Washington, D.C.

The Promises and Pitfalls of Military AI: Lessons from Ukraine and Gaza **Daniel Møller Ølgaard**, Assistant Professor, Institute for Military Technology at the Royal Danish Defence College

The British Army's Reserves: Readiness, Training and Supporting Ukraine *Brigadier General John Kendall*, Deputy Commander (Reserves) of 3 UK Division

Civil Defence in Ukraine: Preliminary Lessons From the First Months of War *Ivo Juurvee*, International Center for Defence and Security (ICDS) in Tallinn

How much time have we got – early warning of Russian agressioon *Rainer Saks*, *Director of Estonian Foreign Intelligence Service 2011–2015*

Russia's cyber attacks in the beginning of war against Ukraine *PhD Rain Ottis, Tallinn Technical University*

Lessons learned from Steadfast Defender 2024