

**EUROPEAN SECURITY AND DEFENCE COLLEGE**  
and

**Swedish Defence University**  
and the Boryviter Center of Excellence of Ukraine

**“Lessons learned in dynamic defence  
environments. Ukrainian experience”**

(ESDC activity number: 25-26/PILOT/3)

**DRAFT PROGRAMME rev 1**

**28 – 30 October 2025 – Residential form**

Course Venue:

Swedish Defence University, Stockholm, Sweden

Course Director

Swedish Defence University  
Pär Lager

Co-Organiser

Boryviter Center of Excellence of Ukraine  
Pavlo Musiienko, Head of Analytical Department

European Security and Defence College (ESDC)

Mr. Giuseppe Zuffanti, Coordinator for Cyber issues and for the Cyber ETEE Platform –  
Project Manager/Training Manager for Cyber – National Expert

<b>DAY 1 (CET)</b>	<b><u>Tuesday, 28 October 2025</u></b>
<b>08:30 – 09:00</b>	<b>Registration</b>
<b>09:00 – 10:00</b>	<b>Welcome address</b> <ul style="list-style-type: none"> <li>• Swedish Defence University</li> <li>• Boryviter Center of Excellence</li> <li>• European Security and Defence College</li> </ul>
<b>10:00-11:00</b>	<b>Session 1: Boryviter and the Ukrainian War Context: An Introduction</b>
<b>11:00-11:30</b>	<b>Coffee Break</b>
<b>11:30-13:00</b>	<b>Session 2: Classical Lessons Learned approaches. NATO LL Capability</b>
<b>13:00-14:00</b>	<b>Lunch Break</b>
<b>14:00-15:00</b>	<b>Session 3: Modern concept of military operations. Dynamic Defence Environment</b>
<b>15:00-16:00</b>	<b>Session 4: LL Systems in Practice: Exploring Open/Closed and Formal/Informal Models</b>
<b>16:00-16:30</b>	<b>Coffee Break</b>
<b>16:30-17:00</b>	<b>Session 5: Workshop. Sharing Participant Experiences with National Lessons Learned Systems</b>
<b>17:00-17:10</b>	<b>Day 1 Wrap-Up</b>
<b>18:30-20:30</b>	<b>Social dinner</b>

<b>DAY 2 (CET)</b>	<b><u>Wednesday, 29 October 2025</u></b>
<b>09:00-10:00</b>	<b>Session 6: Ukrainian LL Transformation: Boryviter Case &amp; Data-Driven Operational Insights</b>
<b>10:00-11:00</b>	<b>Session 7: LL Tool. Ukrainian Portal overview.</b>
<b>11:00-11:30</b>	<b>Coffee Break</b>
<b>11:30-13:00</b>	<b>Session 8: Case Study. After Action Review: MASCAL During Waterborne Operation</b>
<b>13:30-14:00</b>	<b>Lunch Break</b>
<b>14:00-15:00</b>	<b>Session 9: Building Bridges: Civil Sector Collaboration through Communities of Interest (CoI and Practice (CoP)</b>
<b>15:00-16:00</b>	<b>Session 10: Lessons Learned Dilemmas</b>
<b>16:00-16:30</b>	<b>Coffee Break</b>
<b>16:30-17:00</b>	<b>Session 11: Workshop: Structured Debate on Lessons Learned Dilemmas</b>
<b>17:00-17:10</b>	<b>Day 2 Wrap Up</b>

<b>DAY 3 (CET)</b>	<b><u>Thursday, 30 October 2025</u></b>
<b>09:00-10:00</b>	<b>Session 12: The Role of AI in Modern Warfare</b>
<b>10:00-11:00</b>	<b>Session 13: Syndicate Debates on AI Integration in Defense Operations</b>
<b>11:00-11:30</b>	<b>Coffee Break</b>
<b>11:20-13:00</b>	<b>Session 14: Joint workshop with Swedish Army J7 Staff and Swedish Defence University</b>
<b>13:00-14:00</b>	<b>Lunch Break</b>
<b>14:00-15:00</b>	<b>Session 15: Understanding the context. Russian Military Culture.</b>
<b>15:00-16:00</b>	<b>Session 16: Workshop: Innovating National Lessons Learned Systems – Stop, Start, Continue</b>
<b>16:00-16:30</b>	<b>Coffee Break</b>
<b>16:30-17:00</b>	<b>Closing session, certificate ceremony</b> <ul style="list-style-type: none"> <li>• <b>Swedish Defence University</b></li> <li>• <b>Boryviter Center of Excellence</b></li> <li>• <b>European Security and Defence College</b></li> </ul>