Conference of European Armies for Noncommissioned Officers 2025 - CEANCO

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Tallinn, Estonia – In recent days, the 18th edition of the *Conference of European Armies for Noncommissioned Officers* (CEANCO) took place, the **annual event dedicated to discussions among the top Noncommissioned Officers of the Armed Forces of NATO and partner countries**. Representing the Italian Army was First Warrant Officer Michele Romano**, the current Noncommissioned Officer of the Army**.

CEANCO is not just a technical conference, but an opportunity to strengthen dialogue between different European military cultures, share operational experiences, and enhance the strategic contribution of intermediate figures in the chain of command: the Noncommissioned Officers. The central theme of the 2025 edition was the consolidation of military leadership in new warfare contexts, increasingly hybrid and technologically advanced.

In his speech, First Warrant Officer Romano brought the Italian experience, highlighting the fundamental role of the **Noncommissioned Officer within the units: a key figure for cohesion, discipline, training, and maintaining operational efficiency**. His contribution was appreciated by other participants as an example of a solid professional model oriented towards personnel growth.

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The themes of CEANCO 2025 – leadership, technology, future

During CEANCO 2025, representatives of European Armed Forces addressed a wide range of strategic topics, many of which have a direct impact on the preparation and management of military personnel. Among these, **“mission command” – an operational concept that grants greater decision-making autonomy to subordinate commanders** – was one of the most discussed, especially in relation to the need to adapt command structures to modern crisis scenarios.

Great attention was also given to leadership aptitude: no longer just an attribute of officers, but a shared responsibility that fully involves Noncommissioned Officers. Attendees reflected on the role of intermediate leaders in motivating young soldiers, managing human resources, and intervening quickly in dynamic operational contexts.

Another key topic was the analysis of *Lessons Learned* from ongoing conflicts, particularly the use of technologies such as drones, electronic warfare, cyber warfare, and advanced

surveillance systems. The discussions highlighted how these tools are profoundly changing the nature of combat and require continuous and realistic training to ensure combat readiness, that is, the operational readiness of units.

These developments also require reference figures capable of facing new challenges with balance and vision. The **Noncommissioned Officer**, in this context, is not only **the custodian of military tradition and discipline but also a facilitator of change, a promoter of initiatives for the psychological and social well-being of personnel, such as cultural and sports activities that strengthen esprit de corps**.

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The Italian Noncommissioned Officer between identity, cohesion, and innovation

The participation of First Warrant Officer Michele Romano in CEANCO 2025 was, in every respect, a tangible testimony of the value and preparation of Italian Noncommissioned Officers in the international context. In an environment where synergy among allied nations is increasingly crucial for common security, the voice of the Noncommissioned Officer of the Italian Army brought a contribution of experience, authority, and strategic vision.

The role of the Noncommissioned Officer, in fact, is not limited to supervising discipline or coordinating training. **He is also the guardian of the unit's values and morale, a point of reference for young soldiers and those going through difficult times**. In the daily life of the units, he facilitates the integration of newly assigned personnel, takes care of the welfare of

the wounded, supports the families of the fallen, and promotes a healthy and motivating professional environment.

As also noted in the recent changeover in the Folgore Brigade, **the selection of the Noncommissioned Officer is an act of trust from the top, based on indisputable moral and professional qualities.** He is an irreplaceable figure who acts in symbiosis with the Commander, to ensure that every soldier finds in the unit a cohesive, efficient environment ready for any mission.

First Warrant Officer Romano, in representing Italy at CEANCO, embodied these principles, showing how the professional identity of the Italian Noncommissioned Officer is perfectly in tune with the needs of modern armed forces: capable of innovating without losing touch with people, technologically advanced but humanly steadfast, prepared to fight but even more to build cohesion.