



A Theoretical Approach to Continuous Improvement for NATO Collective Training

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‘Human beings who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so’

Douglas Adams
The Hitch Hiker’s Guide to the Galaxy



Agenda



- Definitions
- Context of Transformation
- Introduction to JWC
- The Observation Feedback Process in Exercises
- Lessons Identified/Lessons Learned
- Systems Approach to Training



Definitions

Joint – ‘Adjective used to describe activities, operations and organisations in which elements of at least two services participate.’

Strategic – ‘The level of war at which a nation or group of nations determines national or multinational security objectives and deploys national, including military, resources to achieve them.’

Operational – ‘The level of war at which campaigns and major operations are planned, conducted and sustained to accomplish strategic objectives within theatres or areas of operations.’

Tactical – ‘The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical formations and units.’

From the NATO Terminology Management System

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Why Transformation?

New and Broader Alliance Missions

- Conflict Prevention and Crisis Management
- Peacekeeping - Humanitarian Operations - Disaster Relief
- Support to Stabilization and Reconstruction



Alliance Nations' Instruments of Power

Political

Military

Civil

Economic



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What is Transformation?



- **Continuous process – not an End State**
- **New mindset**
 - Intellectual and cultural
- **Innovation – experimentation – conceptual development**
- **Comprehensive change**
 - Organisation
 - Processes
 - Policy - doctrine - strategy
 - Training and Education



Transformation in Action



•Conduct Analyses and Assessment of Lessons Learned

•Conduct Concept Development

•Conduct Doctrine Development

•Conduct Capability Development

•Conduct Training



**Effects-Based,
Collaborative,
Network Enabled
and Interdependent**

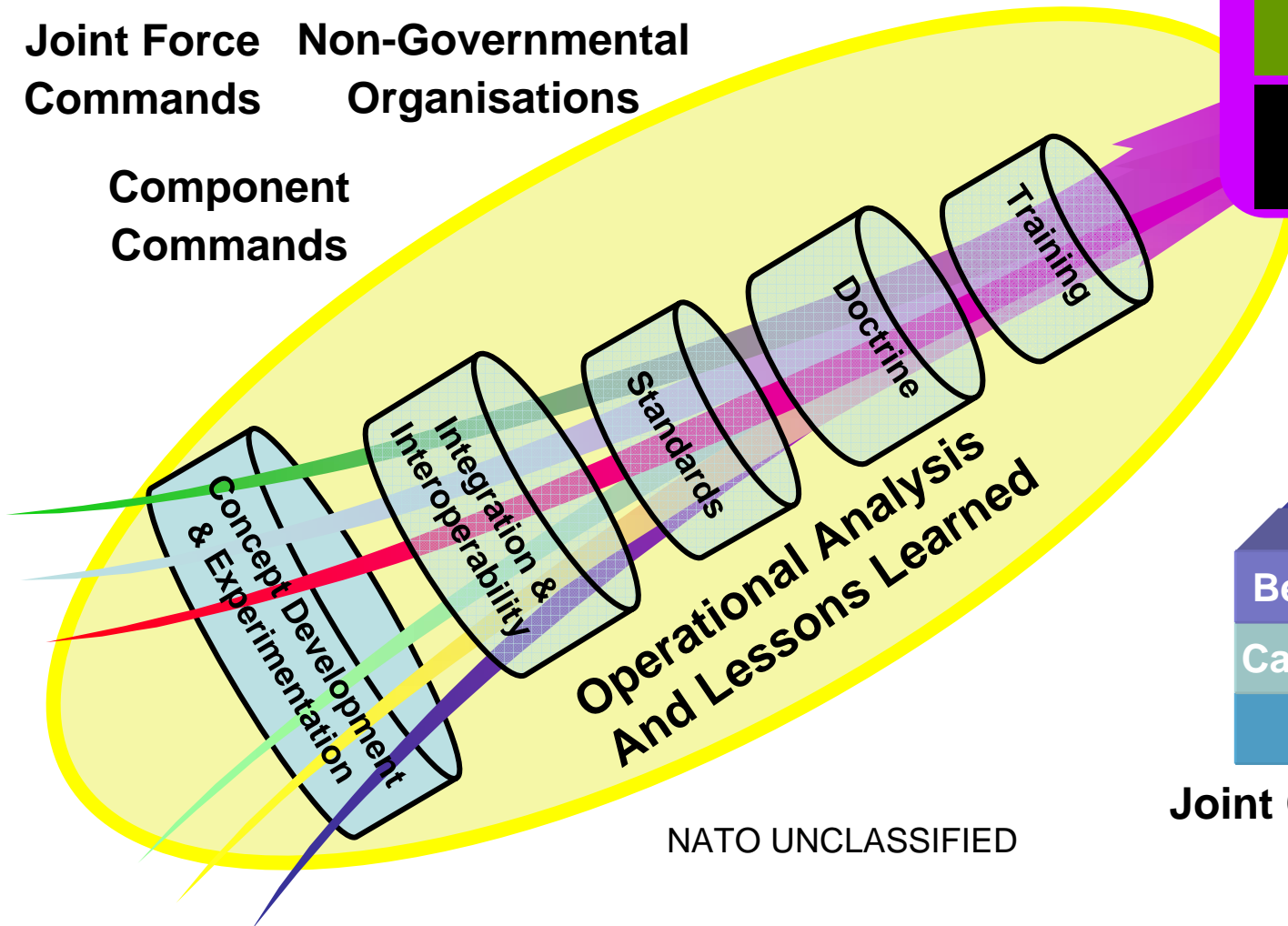


Integrate and Operationalise

International Organisations
Strategic Commands
Nations

Joint Force Commands
Non-Governmental Organisations

Component Commands

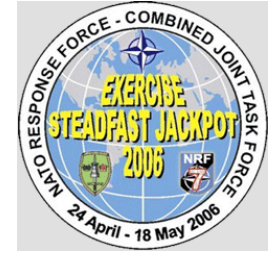


Joint Capable Forces

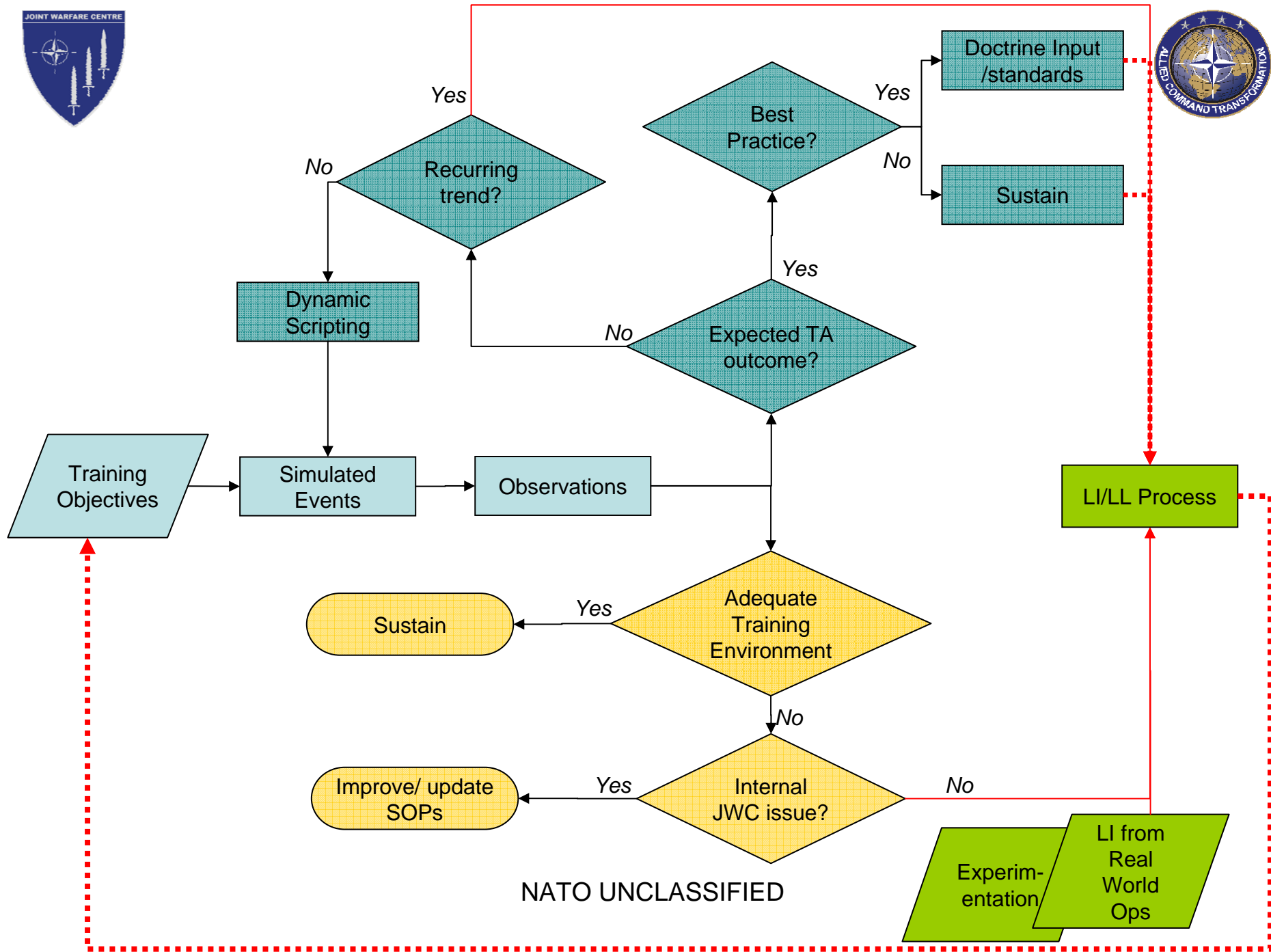
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2 Levels of Continuous Improvement

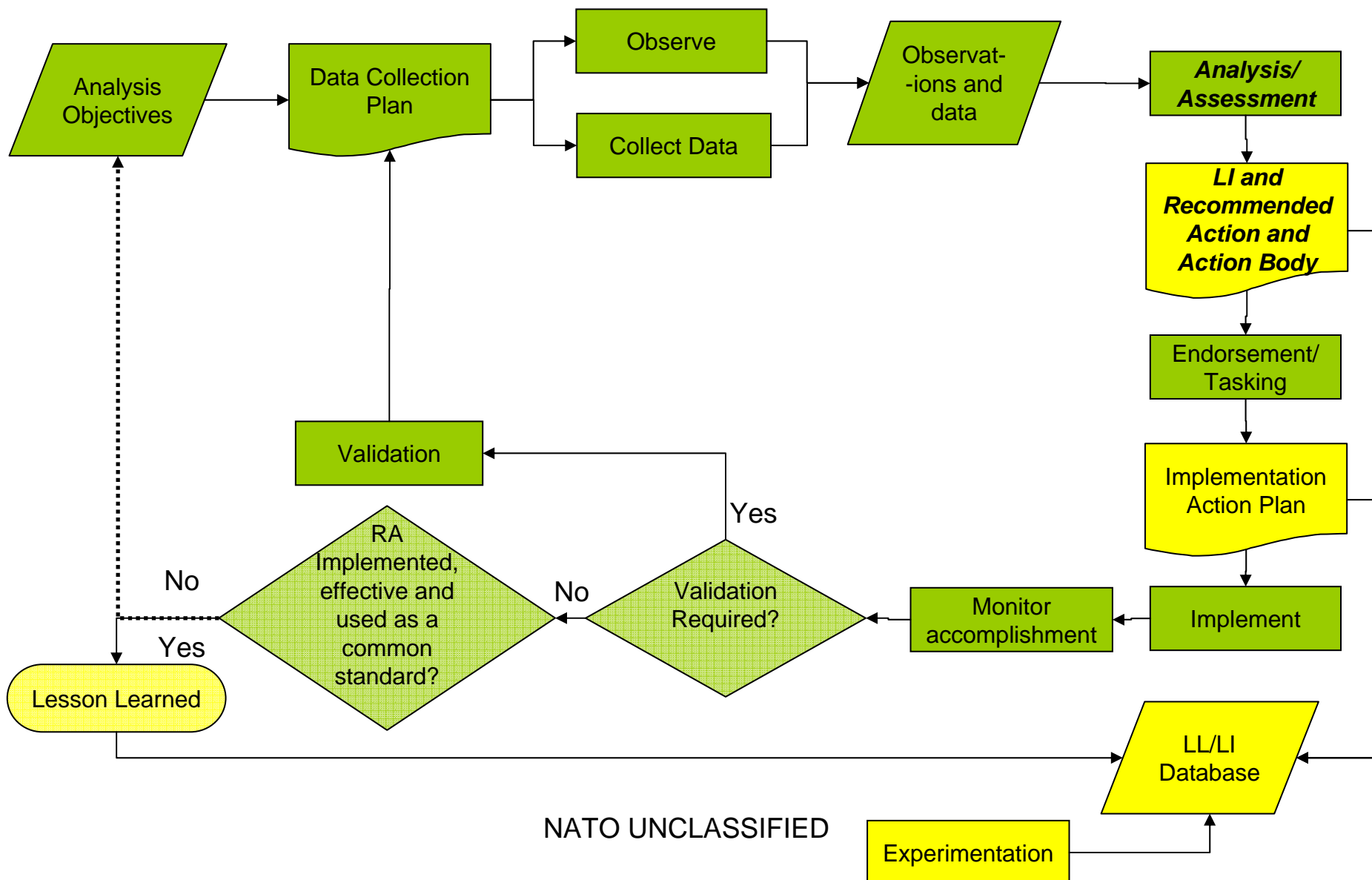


- Training Improvement
 - How to better assess and validate training
 - How to better plan and deliver training
- NATO (JFC/JC – Training Audience)
 - How NRF can better conduct its business to maximize achievements
 - Identification of new Concepts, Doctrine, Experiments





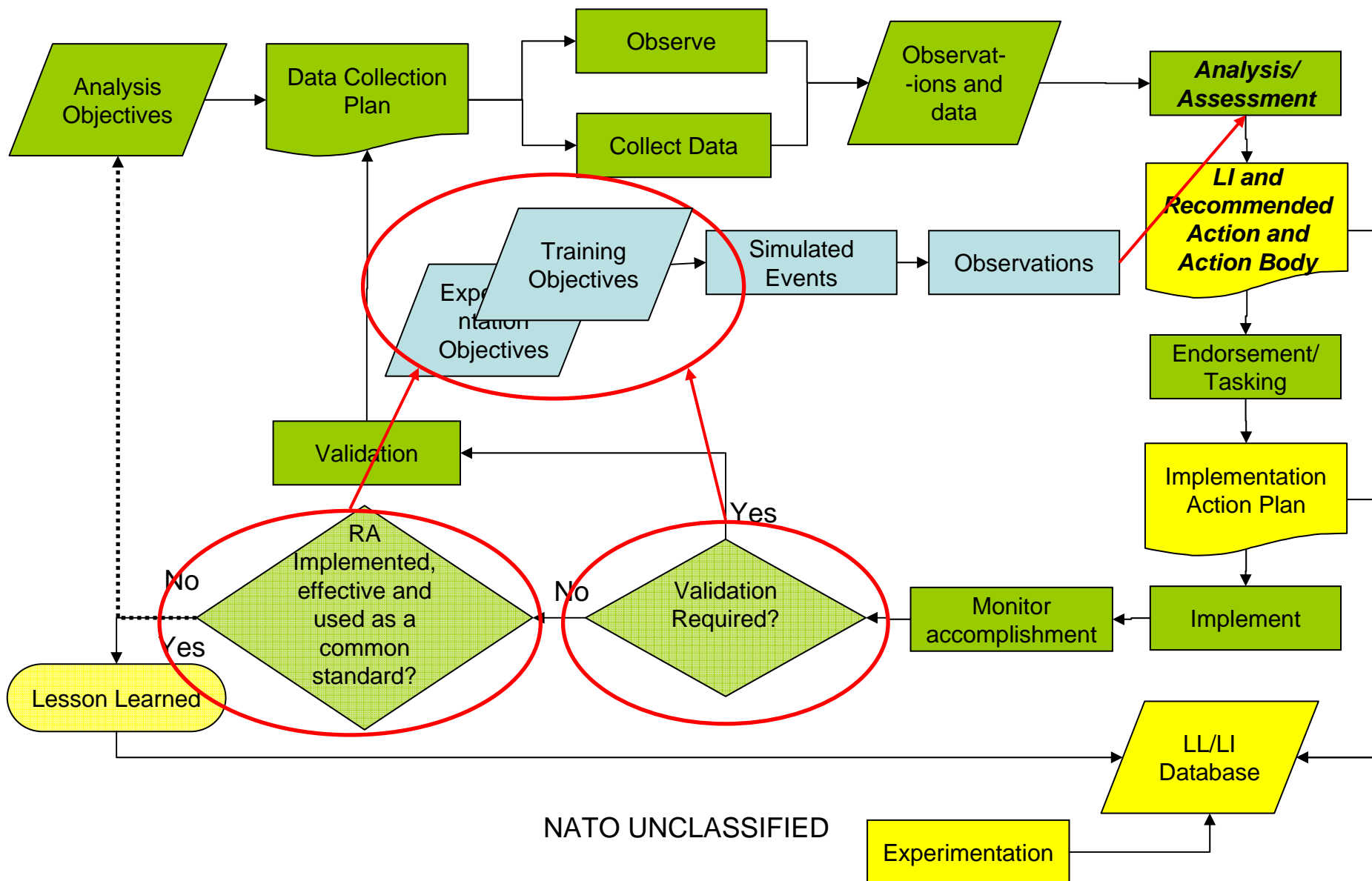
The LL/LI Process



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The LL/LI Process



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Experimentation



From Deficiency to Capability



Required Operational Capabilities

- Timely force availability
- Effective intelligence
- Deployability and mobility
- Effective engagement
- Effective C3
- Sustainability
- Survivability

Active and Passive Data Collection

Lessons Learned Process



Capability Improvement Lines of Development

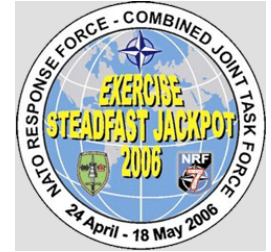
Changes to

- Doctrine
- Organisation
- Training
- Materiel
- Leadership
- Personnel
- Facilities
- Interoperability

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Implications for Analysis



- Importance of defining the variety of objectives in a coordinated way
- Cross Divisional/organisational coordination of lessons identified
- Identification of lessons suitable for implementation/validation during exercises
- Understanding of the dynamics of Training Delivery & LI/LL processes
- Generation of observations that effect improvements