



# 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**

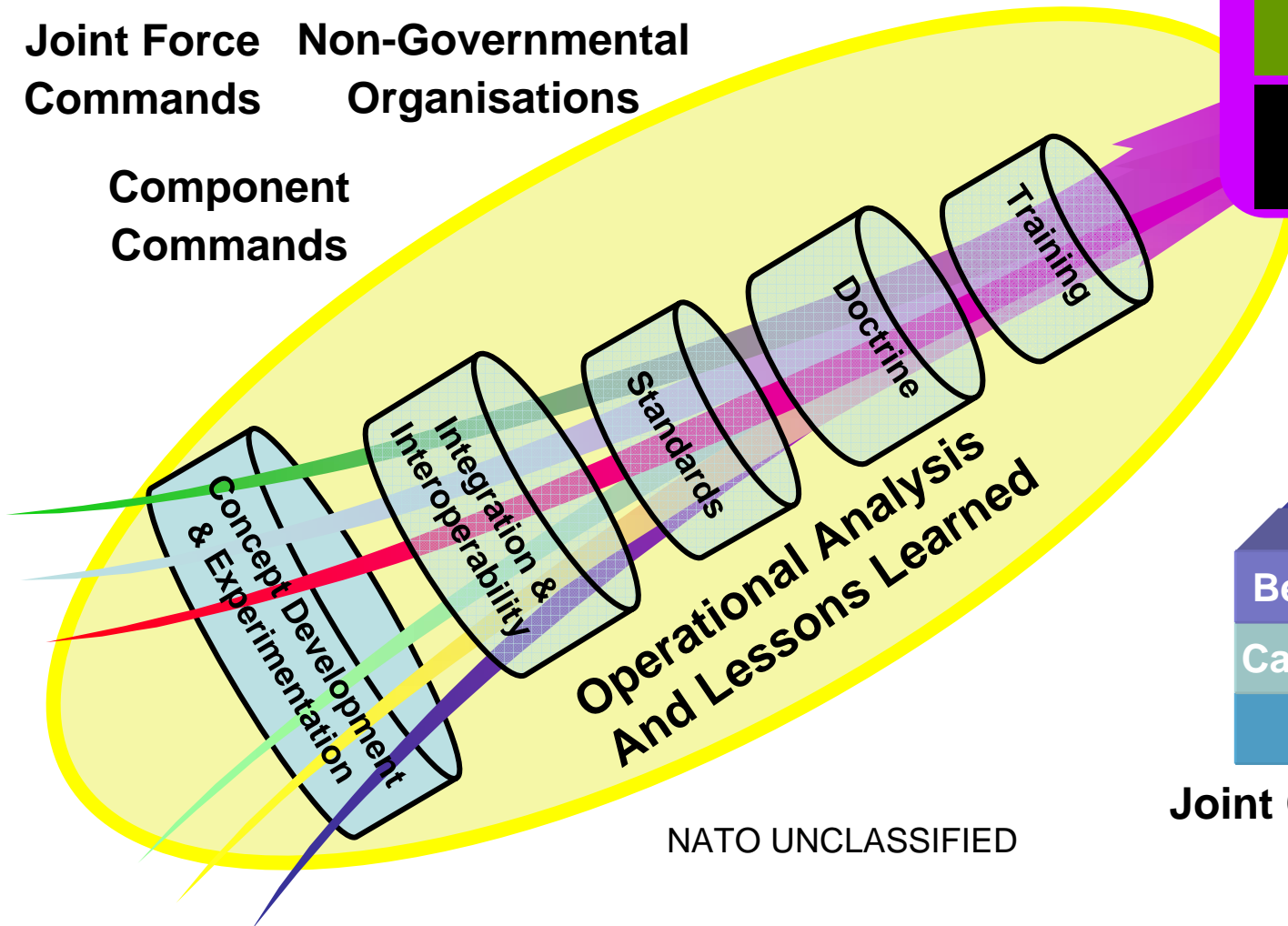


# Integrate and Operationalise

International Organisations  
Strategic Commands  
Nations

Joint Force Commands  
Non-Governmental Organisations

Component Commands



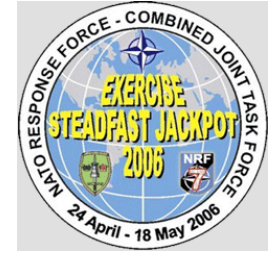
Joint Capable Forces

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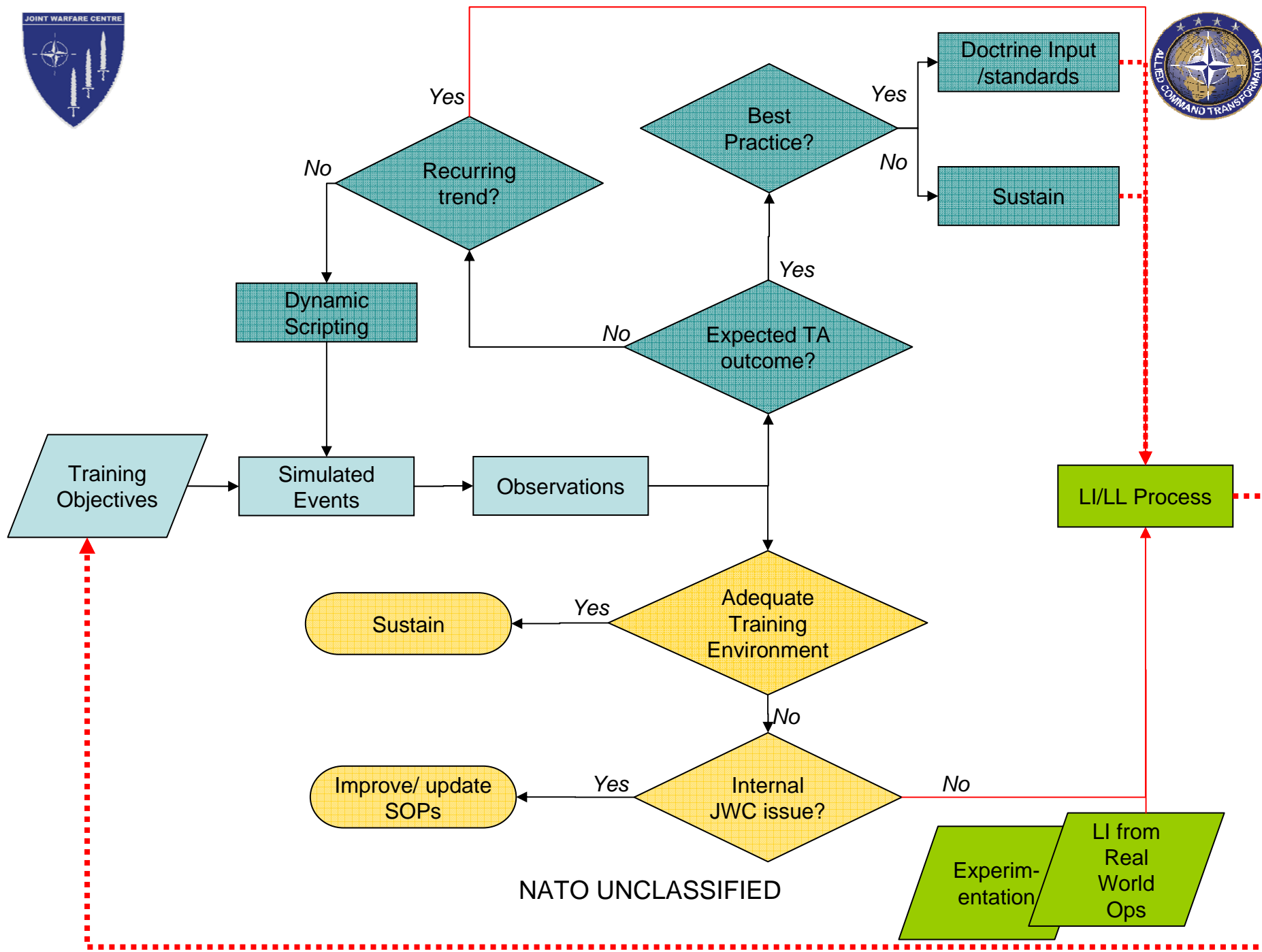




# 2 Levels of Continuous Improvement



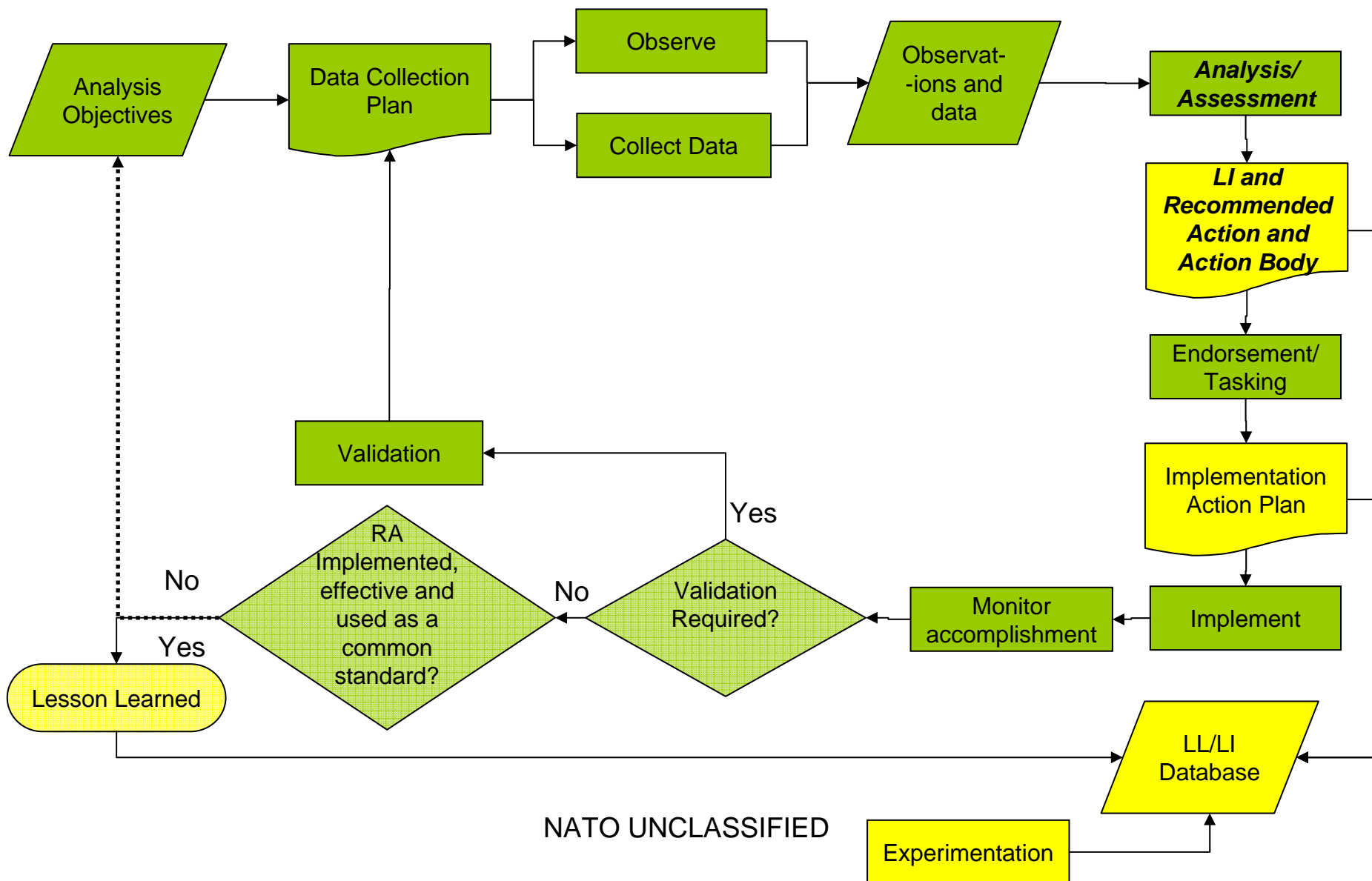
- Training Improvement
  - How to better assess and validate training
  - How to better plan and deliver training
- NATO (JFC/JC – Training Audience)
  - How NRF can better conduct its business to maximize achievements
  - Identification of new Concepts, Doctrine, Experiments



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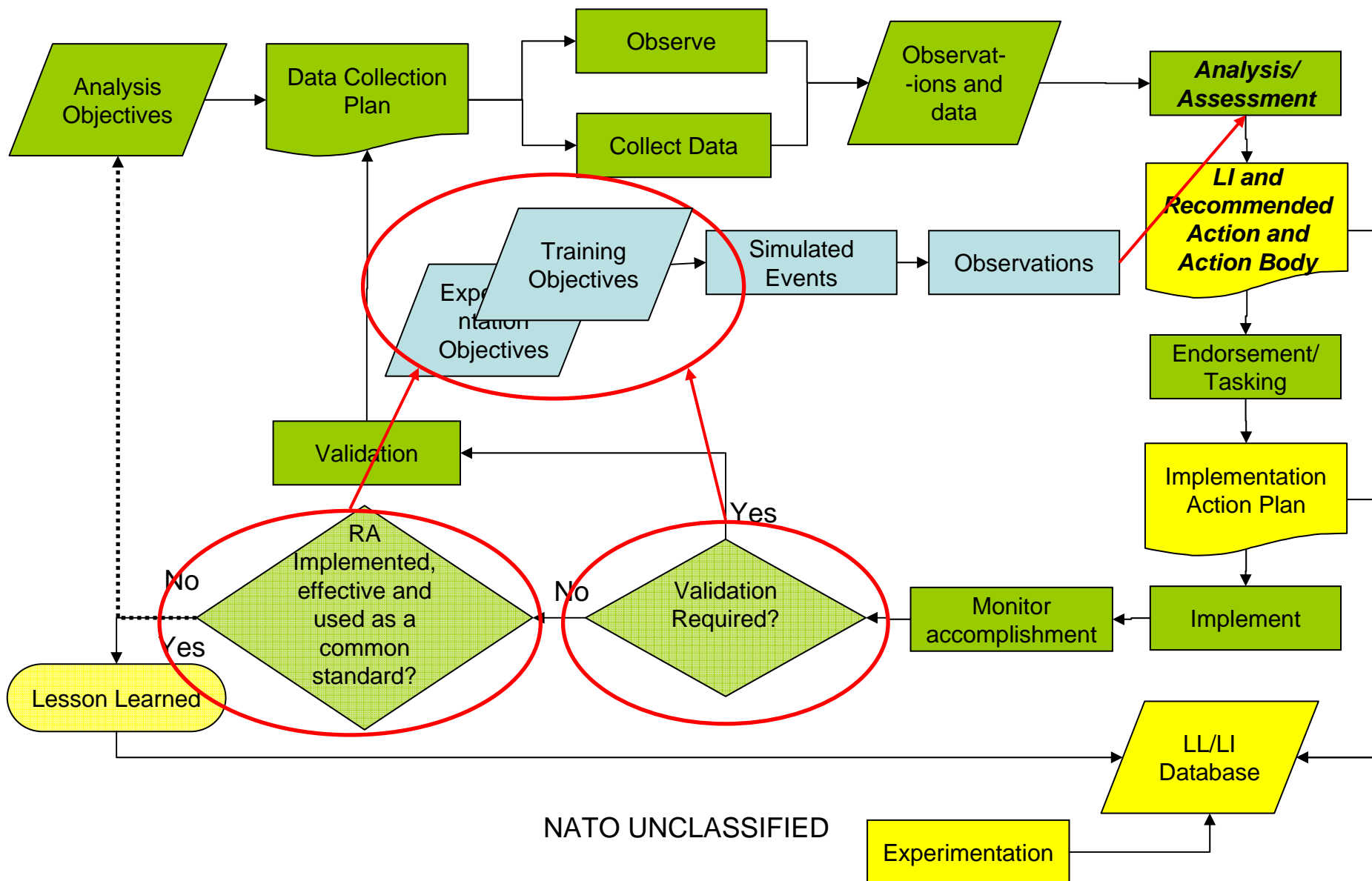
# The LL/LI Process



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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

Doctrine

Organisation

Training

Materiel

Leadership

Personnel

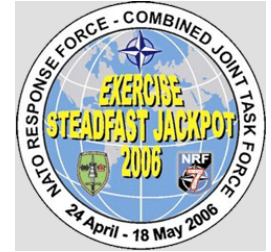
Facilities

Interoperability

Changes to



# 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