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Report Documentation Page				Form Approved OMB No. 0704-0188	
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1. REPORT DATE 01 JUN 2007		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Warrior Analysts: Best Practices for Developing Lessons Learned				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) TRAC Monterey				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES See also ADM202526. Military Operations Research Society Symposium (75th) Held in Annapolis, Maryland on June 12-14, 2007, The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT UU	18. NUMBER OF PAGES 28	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

Warrior Analysts: Best Practices for Developing Lessons Learned

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MORS WORKSHOP

“Warrior Analysts: How Can We Be Better Combat Multipliers?”

29 January- 1 February 2007

Working Group Members

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Banks, Dr Catherine M (co-chair)	VMASC
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Problem Statement

Generate recommendations to improve processes for:

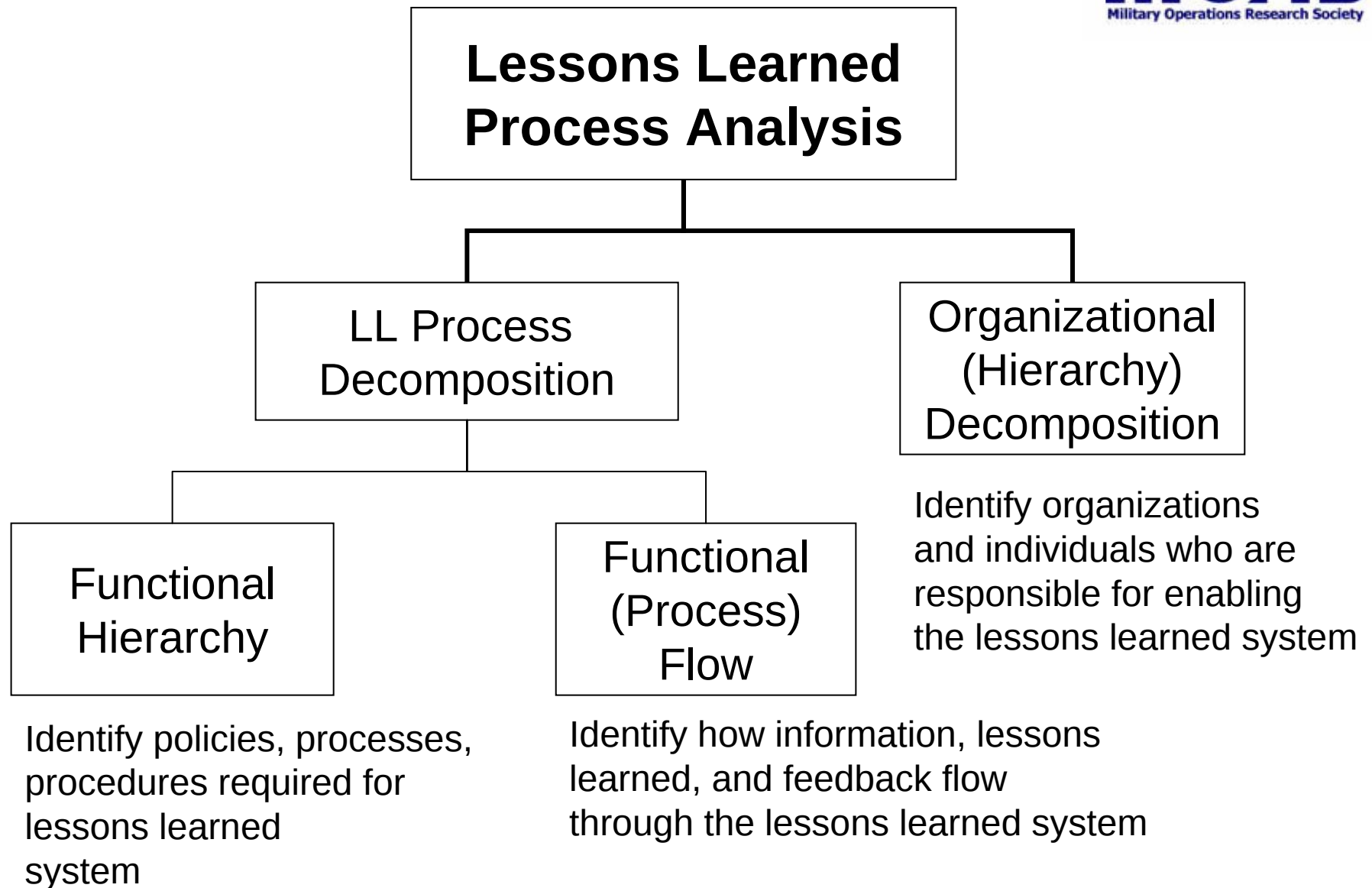
- (1) identifying lessons learned
- (2) integrating lessons learned into tactics, techniques, procedures and doctrine governing military operations
- (3) how lessons learned are communicated and disseminated.

Focus Areas

- Data collection
 - institutional level
 - real-time, current operations
- Transforming data into usable information
- Disseminating and assessing lessons learned - incorporating LLs into tactics, techniques, and procedures (TTPs)
- Communicating lessons learned to commanders and decision makers

Analytical Approach

- Benchmark where we are today (background presentations):
 - CALL
 - MNF-I ORSA
 - RAF Defence Science & Technology Laboratory
 - USAF A/A9L, PACOM AC
- Lessons Learned (LL) Process Analysis:
 - Defining localized LL Process for the Warrior Analyst
 - LL Process Decomposition:
 - Identify policies, processes, and procedures
 - Examine lessons learned drivers present in ongoing operations
 - LL Functional Flow
 - Identify how information, lessons learned, and feedback flow through a lessons learned system



Affinity Diagramming

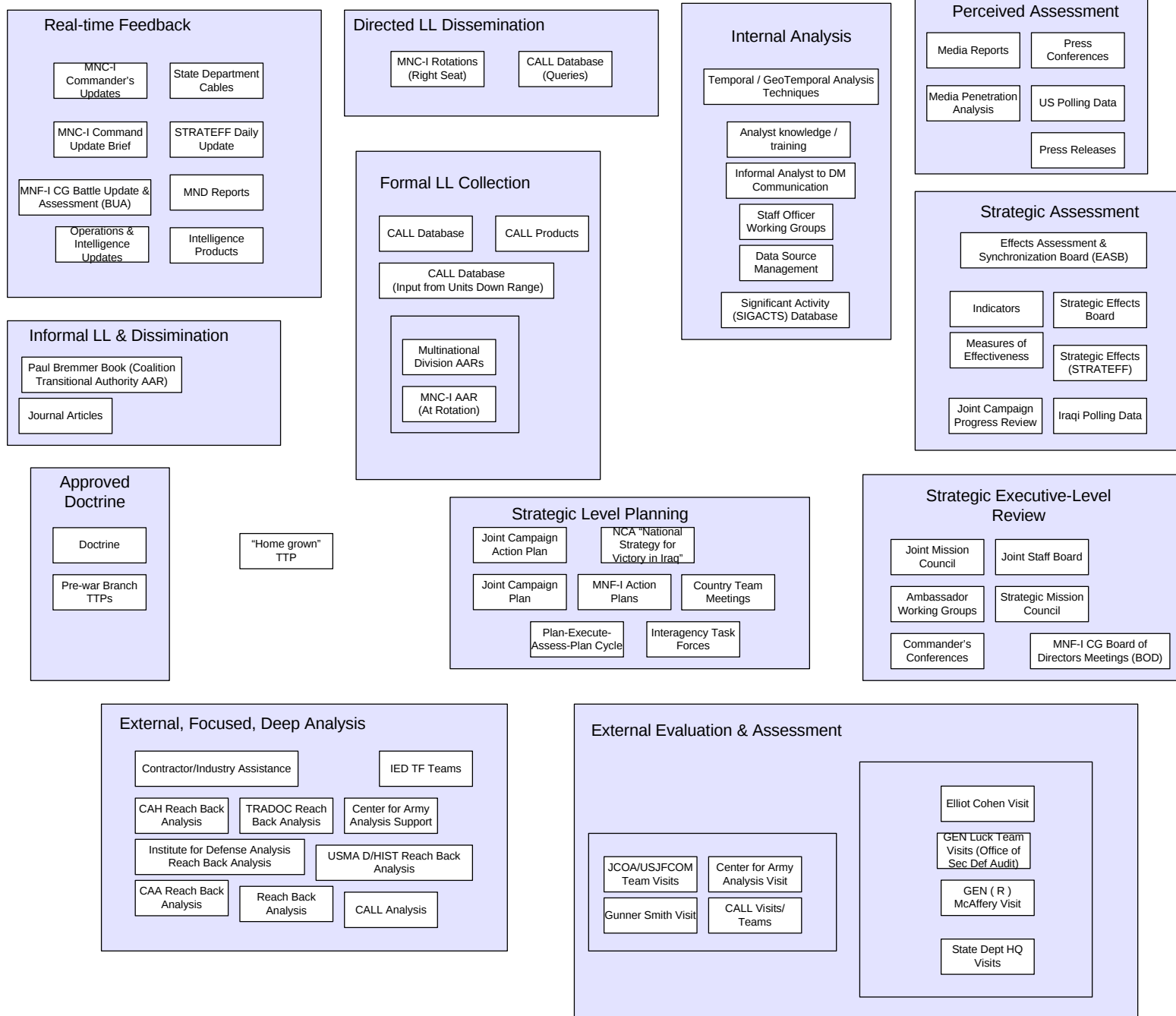
An **Affinity Diagram** is a tool that gathers large amounts of language data (ideas, opinions, issues) and organizes them into **groupings based on their natural relationships**.

Affinity process is often used to group ideas generated by brainstorming.

Method:

1. State the issue to be examined in broad terms, such as an open ended question or statement.
2. Generate and record ideas. Collect them on a 2D space, in no particular order, and where everyone can see them.
3. Arrange the ideas in related or similar-sounding groupings – follow intuition and avoid urge to quickly fit into currently existing groups.
4. Choose a word or phrase that captures the intent of each group and label the group with a category name or title.

What are the issues and drivers for lessons learned in Iraq?



Analysis Process

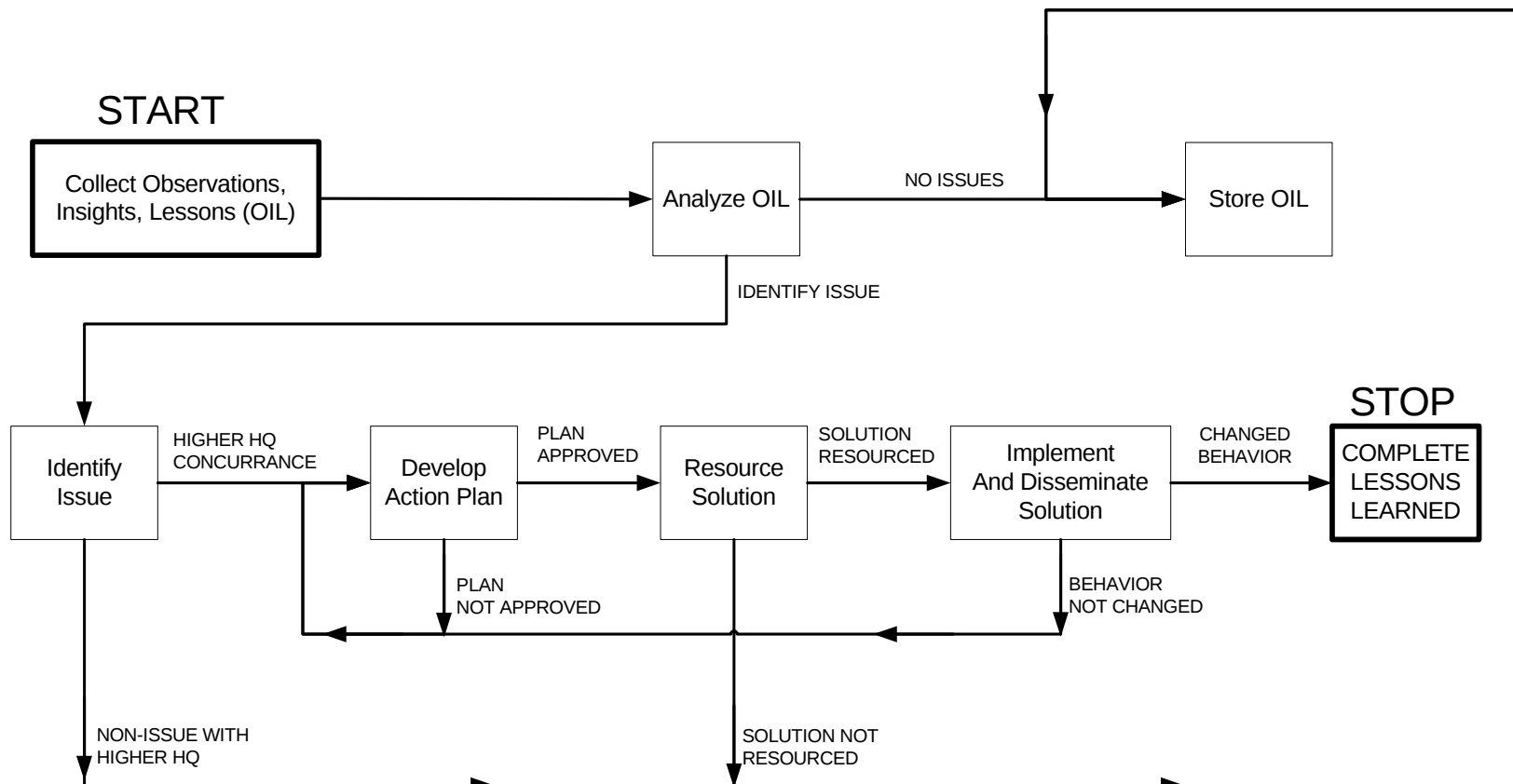
Enabled through the use of GroupSystems

- Generated 180 observations on lessons learned process and procedures
- Observation Groupings:
 - initially generated 12 categories
 - reduced to 6 categories and 29 sub-categories
- Benefits of using GroupSystems:
 - involved the entire group
 - anonymous inputs by working group members
 - rapid filtering and synthesis of observations
 - rapid generation of ideas and observations

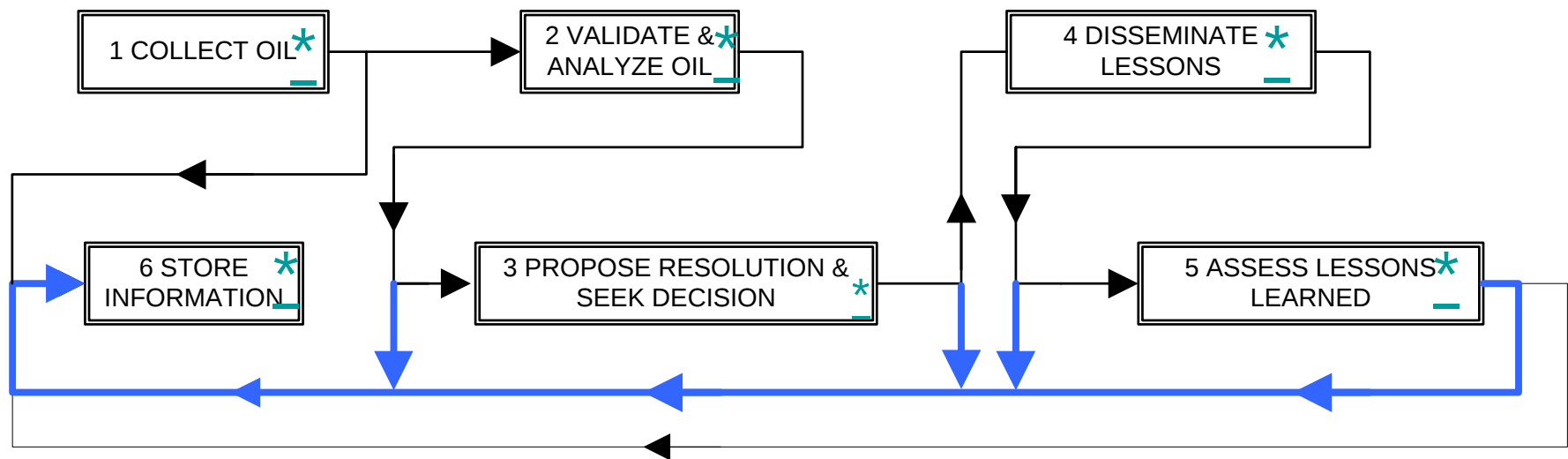
Bottom Line: the GroupSystems technology short-circuited unproductive group dynamics and supported real-time analytical collaboration.

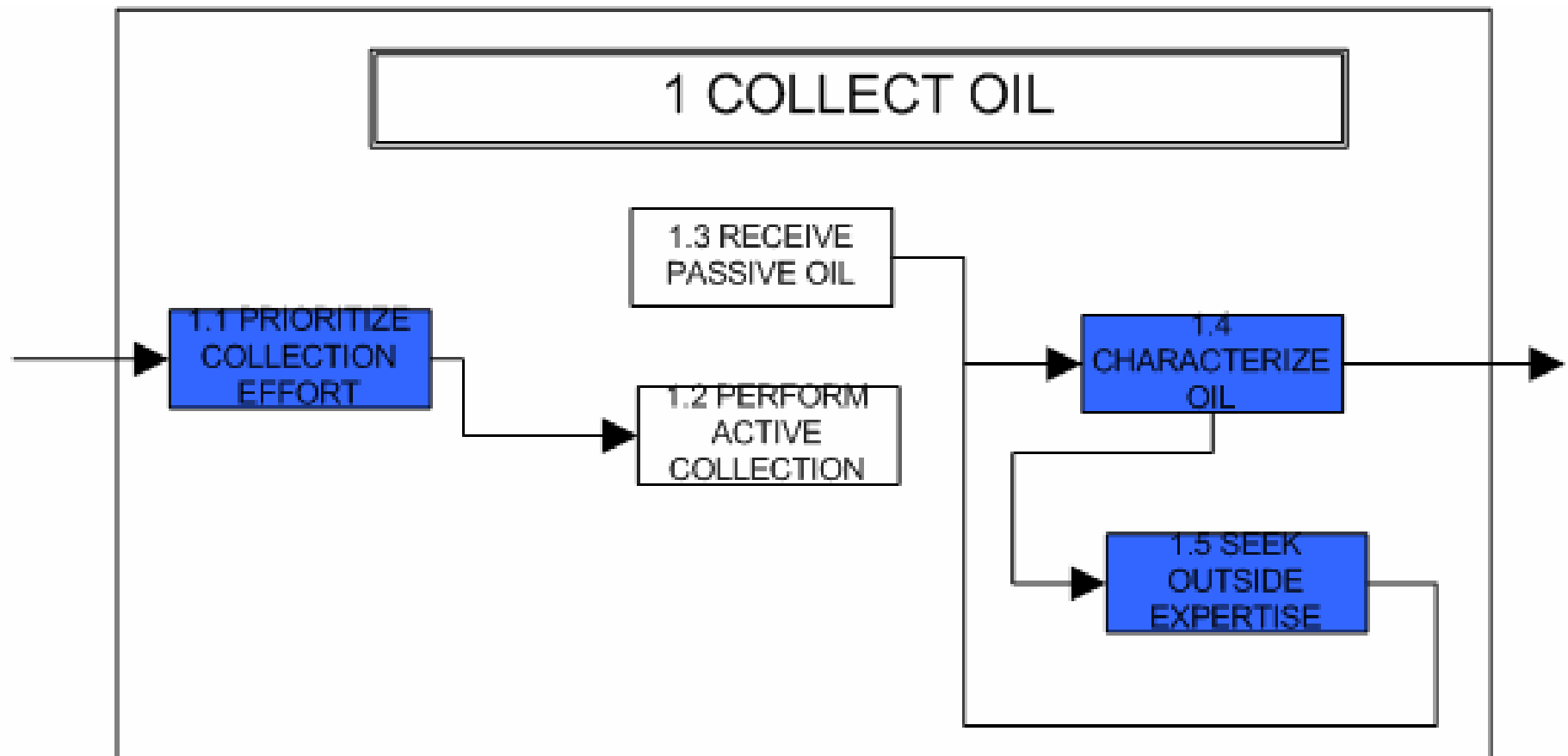
Lessons Learned Functional (Process) Flow Diagram

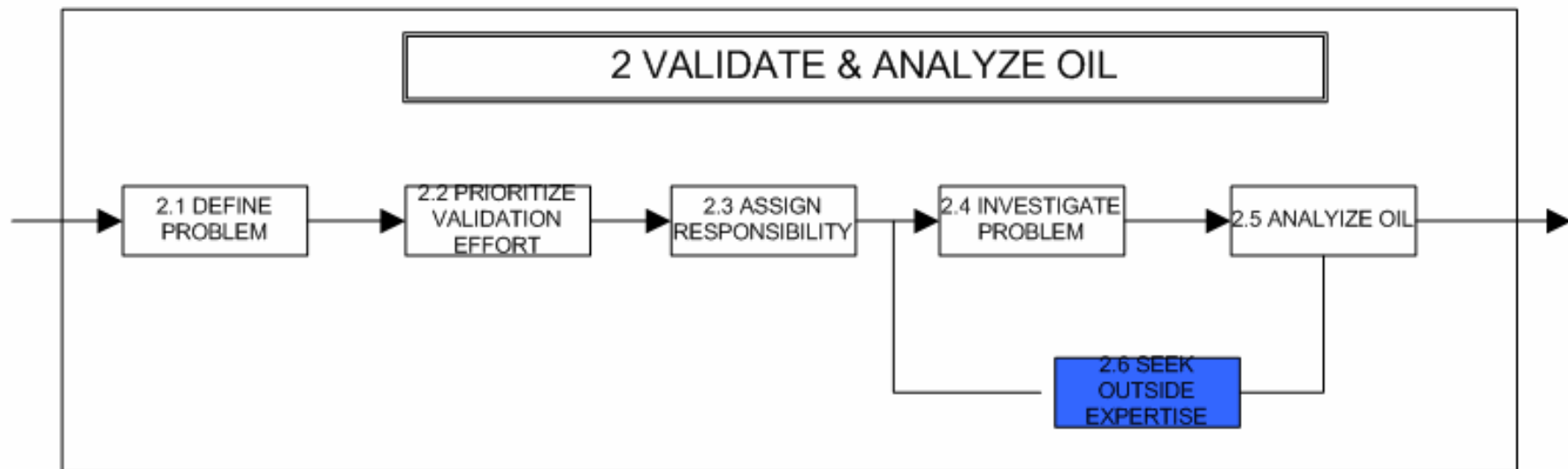
United States Army Deliberate Lessons Learned Process (Army Regulation 11-33, Fig 4.1)



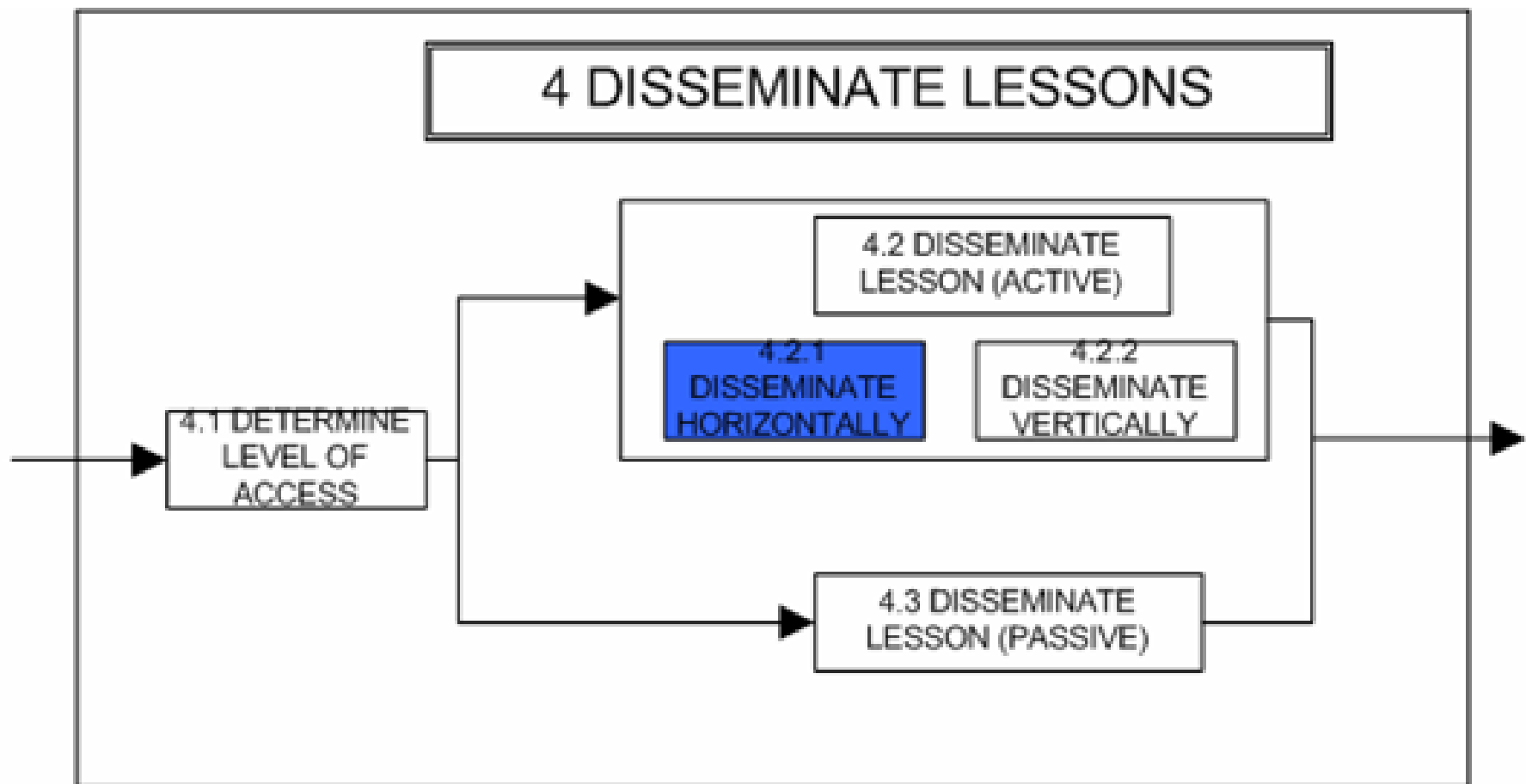
WG4 RECOMMENDATION: PROPOSED LESSONS LEARNED PROCESS FOR THE WARRIOR ANALYST

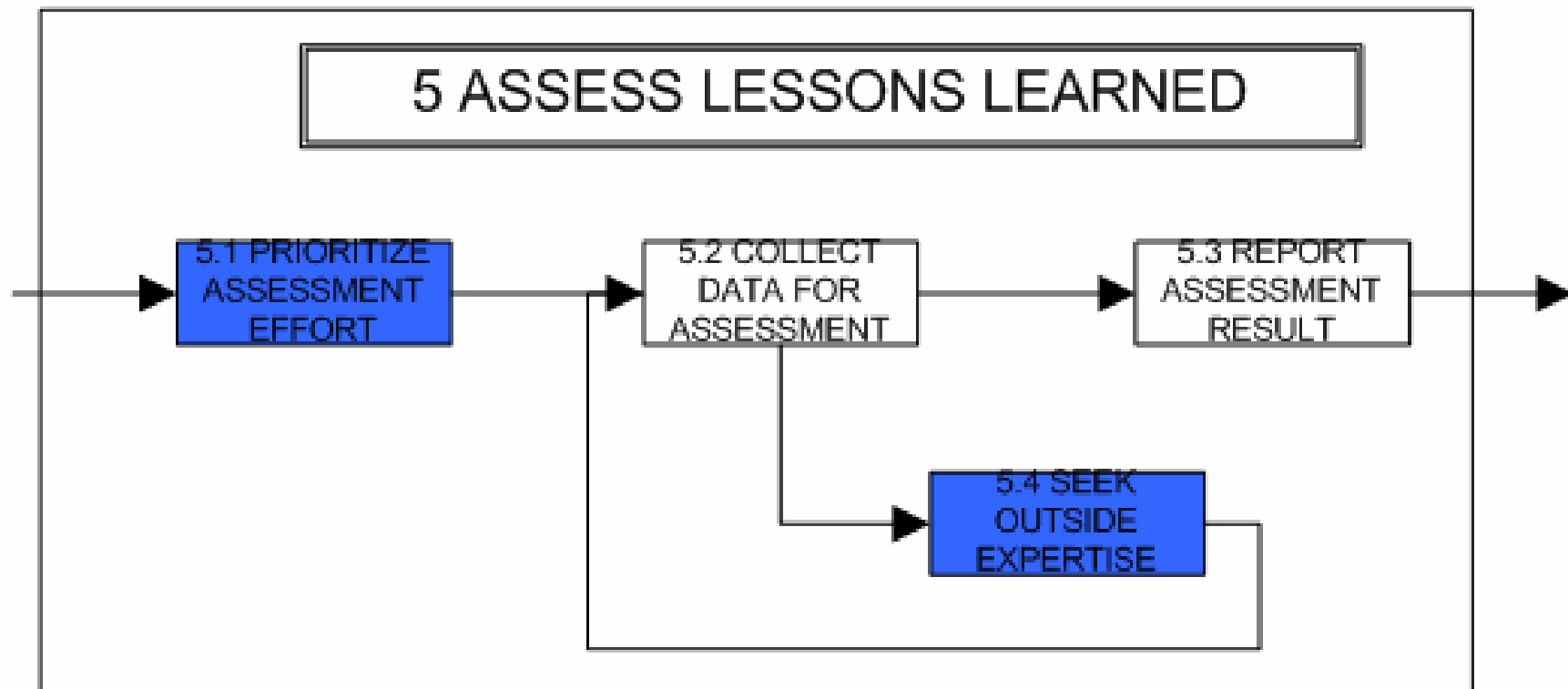


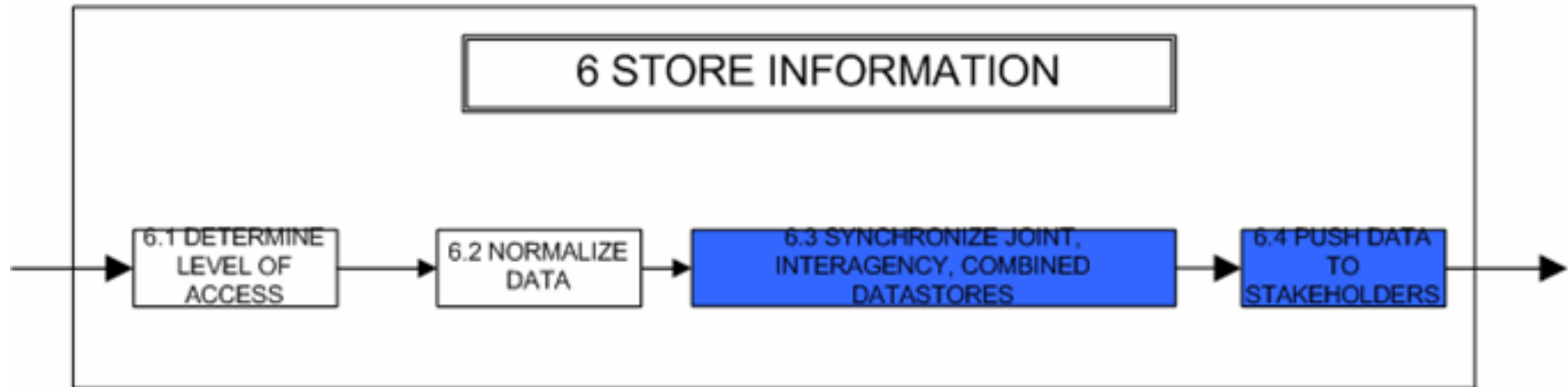












Insights

- Current Culture does not lend itself to sharing faults, which is a hindrance to the Lessons Learned process.
- Some lessons are given a higher classification than is necessary, hindering dissemination of Lessons Learned.
- Historians are under-used in the Lessons Learned process.

Summary of Findings

- Duplication exists in the efforts by Lessons Learned, Historians and OAs. Opportunities exist for synergy and efficiencies in a combined effort.
- Dissemination of Lessons Learned is not always timely and effective.
- Limited opportunities exist to exchange Lessons Learned process ideas among services, agencies, and Allies.
- There is no mechanism to exchange Lessons Learned between services, agencies, and Allies.
- There is a need for OA and Lessons Learned at lower command levels (Brigade and Air Wing).

Finding: Redundant Efforts

Duplication exists in the efforts of Lessons Learned Personnel, Historians and Warrior Analysts. Opportunities exist for synergy and efficiencies in a combined effort.

Recommendation:

Coordinate the efforts of Lessons Learned Personnel, Historians, and Warrior Analysts to improve the lessons learned process.

Finding: Ineffective Dissemination

Dissemination of Lessons Learned is not always timely and effective.

Recommendation:

Look at Aviation Safety and other successful dissemination models with a view of adopting procedures.

Finding: LL Process Development

Limited opportunities exist to exchange ideas on the Lessons Learned process among services, agencies, and Allies.

Recommendation:

Advance Lessons Learned cooperation among services, agencies, and Allies:

- Hold regular conferences, workshops
- Develop Joint Lessons Learned repository/search tool by JCS

Finding: LL Dissemination

There is no mechanism to exchange Lessons Learned among services, agencies, and Allies.

Recommendation:

The Joint Staff develop a Lessons Learned portal/repository/search tool to include US Government Agencies and Allies, where possible.

Finding: LL Organization

There is a need for Warrior Analysts and Lessons Learned Personnel at lower command levels (Brigade and Air Wing).

Recommendation:

Add Warrior Analysts and Lessons Learned personnel to Brigade and Air Wing staffs.

At all echelons below Brigade/Wing, assign lessons learned requirements as an additional duty with direct access to the Commander.

Questions?

Insights

Combine Analysis and Lessons Learned Efforts

Dissemination of Lessons Learned is Broken

- Primarily a passive, voluntary system
- New Army effort uses 150 nodes
- Little to no assessment of lesson efficacy

Need write once, read everywhere data repositories that span
joint, combined, interagency spectrum

Security Classification must be pragmatic

Recommendations

Examine how Safety/Aviation communities disseminate “lessons”:

- Can’t wait for institutionalized changes
- Formalized, directed “flash traffic” in the interim

Organize Recurring Lessons Learned Conference/Society

Merge Operational Analysis (OA) and Lessons Learned (LL) efforts:

- Add OA/LL positions to BCT, SQD levels
- Resource OA positions at existing levels to handle LL efforts

Create a Joint, Combined, Interagency LL Intelligent Search Tool:

- Employ OLAP middleware solution, not another datastore

Employ cutting-edge IT solutions from industry:

- Intelligent, content aware applications that push individualized LL
 - Search engines are not enough
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