



# The 2013 NATO Lessons Learned Conference Report



## From the Commander...

The Joint Analysis and Lessons Learned Centre hosted the NATO Lessons Learned Conference in Lisbon, Portugal from 22 to 24 October 2013. The Conference theme was:

### “Consolidating Lessons, Sharing and Learning”.

This year we refocused the Conference on the fundamentals of our successful organizational learning processes, in order to showcase how NATO learns from experience, and consolidates and shares lessons among its Command and Force Structures as well as with member and partner countries.

I think all attendees will agree that we met our aim. We heard many interesting things from across the spectrum of NATO's operations, from Nations, and from a number of other organizations. Most important, we have heard how individuals are learning and adapting to meet the challenges they are facing. But are these lessons? I submit that until they are transmitted to those who need to act on them and recorded and for use in the future, they are not lessons.

For example, we heard during the first panel about the lessons from redeployment. Those directly involved are learning the lessons on how to redeploy. In many ways they had to start from scratch. There were no lessons they could refer to to help them figure out how to redeploy, what problems they might have, or what issues they had to anticipate. Why? Because NATO has never done this before in this context.

But will we have to do it again? Quite possibly. And it will be important that the things the redeployers have learned were recorded and are available 10, 15, 20 years from now when NATO again winds down its next expeditionary operation. So I was very happy to hear that the speakers all highlighted that they are documenting and publishing, in a variety of products, the lessons we heard about.

As we say in our NATO LL Handbook, *everyone* is a part of the LL Community. Lessons learned practitioners must be involved in planning, in ops and in after action reviews so that they know what is being learned in their unit or organization. And operators must help them by recognizing what they are learning and if it may have value for others, now or in the future, and recording their learning.

Of course we must share what we have learned, especially across organizations. The sharing panels showed that sharing is a fundamental part of the lessons learned process. As RDML Williamson brilliantly put it, we cannot afford *NOT* to share if NATO is to have the global relationships our Strategic Concept and the comprehensive approach depend upon.

Sharing is not easy, whether inside NATO or with non-NATO entities. There are many reasons for this. Security classification is often cited as one, and we heard about many of the issues with security policy and practice that make sharing more difficult. But just as important, and possibly more often, the real reasons are that we don't take the time to record what we have learned or we simply haven't considered that our learning may have value for others.

Sharing doesn't mean bombarding someone with mountains of poor quality, unsorted and irrelevant information. It means that relevant, high quality information in limited quantity is targeted to those who need it and made easily available to those who may be interested in it. We need to think proactively about who needs to know what and then give it to them.

And this brings me to two of the most important presentations of the Conference: from the NATO Archivist on capturing operational records, not just as a way of preserving NATO's history but as a vital data resource for future analysis and lessons learned; and from the NSA, describing how lessons contribute to the development of NATO doctrine. These were pivotal in my mind for highlighting the formal way that NATO records and shares high quality, relevant operational experience for immediate use (doctrine) and for future study (archives).

I like to say: it is not the strongest animal that survives but the most adaptable. The presentations at the Conference have shown that NATO and our Nations can be adaptable and that the LL process and the LL community are a vital contributor to that adaptability. But in LL, we must also be adaptable. I think you will agree with me that the NATO LL Portal represents a tremendous step in adapting NATO's ability to capture and learn from our experience. But it is not enough that the NATO LL Portal exists. It will take thought and effort from each of us to make sure that this tool is good and useful.

More generally, it will take thought and effort from each of you to make sure that we do not miss opportunities to adapt and improve. So I ask each of you to devote your thought and effort to making the Alliance and our Nations adaptable—to capturing, recording and sharing what your organization is learning.

Mircea Mindrescu  
Colonel, Romanian Army

## Conference Agenda

### Day 1 – 22 October

*Opening Remarks* – COL Mircea Mindrescu, Commander JALLC

#### Lessons Learned Status Briefings - How is NATO Sharing?

*Developing and Sharing Lessons Learned* – Mr Dulière, IS Ops

*How is NATO Sharing?* – LTC Bartolini, HQ SACT

*How is JWC Sharing?* – Mr Sewell, JWC

*A SHAPE Lessons Learned Perspective* – CDR Gonzales Serrano, SHAPE

*Relationship Between Standardization, Management, Doctrine Development and the NATO Lessons Learned Process* – LTC Valente, NSA

#### Panel

#### ISAF: A Lessons Learned Framework

*Key Speaker: Redeployment Lessons Learned* – Brig. Gen. Palzer, HQ ISAF

*Key Speaker: Redeployment and Remediation in Afghanistan - Australian LL* – Brigadier Bottrell, AUS

*Lessons Identified / Lessons Learned from ISAF Redeployment* – CDR Nielsen, SHAPE

*JFC Brunssum Lessons Learned Reality* – COL Michel, JFCBS

*HQ ISAF Lessons Learned Process* – LTC Giannullo, HQ ISAF

*ISAF Joint Command Lessons Learned* – MAJ Curto, IJC

### Day 2 – 23 October

#### Panel

#### Sharing with Non-NATO Entities

*Key Speaker: Sharing with Non-NATO Entities* – RDML Williamson, STRIKFORNATO

*Information Sharing with Non-NATO Entities* – Mr Ross, JALLC

*A Partner Perspective on Sharing with NATO* – CDR Bliss, AUS

*UN Peacekeeping: Organizational Learning* – Mrs McBride, UN DPKO

*Findings of the Conference on Lessons Learning from Humanitarian Operations and Exercises* – Mr Dulière, IS Ops

*ICRC and NATO* – Mr Hansoul, ICRC

*An EEAS Lessons Perspective* – LTC Dabas, EEAS

#### Panel

#### Sharing – the New NATO LL Portal

*Key Speaker: Sharing - The New Lessons Learned Portal(s)* – Mrs Eaton, JALLC

*Security of Information on the NATO Lessons Learned Portal* – Mr Scott, HQ SACT

*Graduated Readiness Force (Land) HQs COI* – LTC Barrio Garcia, ARRC

*CASPOA - NATO COE* – LTC Albiol, CASPOA

*Insider Threat COI Portal Site* – CDR Smith, JALLC

*JWC's portal experience* – Mr Sewell, JWC

### Day 3 – 24 October

#### “NATO Moving Forward”

*National update: UK Joint Warfare Analysis* – MAJ Oates, UK JFC

*Strategic Foresight Analysis and Framework for Future Alliance Operations* – CDR Cox, HQ SACT

*NATO Moving Forward: an AIRCOM Perspective* – BG Evrim, AIRCOM

*Managing ISAF Operational Records - Lessons Learned* – Mrs Deserno, IS EMS

*Conference Keynote Address “The Portuguese Air Force practice of learning from experience”* – GEN Pinheiro, Chief of Staff of the Portuguese Air Force

*Closing Remarks* – COL Mircea Mindrescu, Commander JALLC



## ISAF

### A Lessons Learned Framework



*Moderator: COL Santiago San Antonio ESP A, JALLC*

*Key Speakers: Brigadier Andrew Bottrell, AUS A  
Brigadier General Mark Palzer, USA A*

*Panel Members:*

*CDR Mogens Nielsen, DNK N, SHAPE J4*

*COL Gilles Michel, FRA A, JFC Brunssum*

*LTC Alfonso Giannullo, ITA A, HQ ISAF, CJ7 LL*

*MAJ Michele Curto, ITA A, IJC CJ37 LL*

This year's LL Framework focused on ISAF and was led by BG Palzer and BRIG Bottrell, both engaged at the heart of ISAF transition, who talked about joint/coalition and national perspectives respectively on redeployment. BG Palzer started off by stating the complexity of redeployment; the task is centrally coordinated but is decentralized in execution with each of the 48 troop contributing nations (TCN) responsible for their respective drawdown, all while the Transition mission remains a priority with security threats. Moreover, there is no single lead for logistics in ISAF. BRIG Bottrell, when tasked with national redeployment asked "Where are there lessons that we can draw from?" There has never been an operation such as this that has involved so many nations for such a long duration with so much equipment. There are, therefore, no lessons learned from which to work. Additionally, redeployment on such a scale just can't be simulated in training or exercises. As a consequence, broad and frequent communication between HQ ISAF, TCN and operating units is key. Lessons identified have to be given directly to the nations in the short term and institutionalized by NATO for the long term.

CDR Mogens Nielsen followed with a supporting account of SHAPE's perspective on redeployment by reasserting the need to capture the lessons identified for future operations. While redeployment is a national process, national plans need to be synchronized with the overall larger plan. NATO "can't afford the negative impact of an improper drawdown." It requires a comprehensive approach, is a collective responsibility, and needs to be a multinational solution which will require learning from lessons identified.

Next, COL Gilles Michel discussed JFC Brun-

sum's improvement of its internal lessons learned process. Recognition came as they were deploying personnel but not learning anything from the deployments. Additionally, no one was asking questions about previous exercises in preparation for future exercises. As a result, JFC Brunssum revised their internal processes which are also supported by the command group. The ways ahead for a proper lessons learned process are support from the command group and pro-activeness.

The last two speakers were LTC Alfonso Giannullo from HQ ISAF and Major Michele Curto from IJC. They both described the lessons learned process within their organizations and the challenges associated with each of the disparate national lessons learned organizations in ISAF and their priorities, which are not always synchronized. Of concern to them as well, was the unknown future of dedicated lessons learned crisis establishment billets as NATO transitions from ISAF to Resolute Support. On a positive note, the lessons learned dissemination practice seemed successful and thorough through the use of multiple sharing methods: pamphlets, reports, NATO LLDdb, NATO LL Portal, SWA Portal, DHS, CIDNE, Top Tip Sheet, COIN Advisory, COIN Journal, etc.

The panel discussion started with the value of multinational contract support during multinational operations. These are, however, difficult to initiate but provide the best long term cost benefit for logistic support. Follow on discussion dealt with placement of a lessons learned representative in command group meetings, the unknown future of lessons learned representatives in theatre, and medical community lessons learned following an unknown, but seemingly successful process in ISAF.

## Sharing with Non-NATO Entities



The second day of the Conference focused on sharing with our partners. Naturally, for an Alliance comprising 28 nations, this has posed, and continues to pose, significant challenges.

The session opened with a briefing from RDML Williamson, Chief of Staff of STRIKFORNATO, who drew on his extensive experience of working with partners in Asia, Africa and South America to highlight the importance of developing long-term relations with Partners, based on enduring trust, common principles and goals rather than short-term needs. He gave the example of OUP, where Partners brought a nuanced, valuable approach to operations, confirming his belief that working with Partners makes us better operators and enhances our capabilities. He ended by asking the Conference how we can recruit and retain people who are highly enabled in terms of social media, communication skills and multimedia manipulation.

Mr David Ross reported on the outputs of the recent JALLC report on sharing with Non-NATO Entities, and illuminated the issue with vivid case-studies and clear conclusions and recommendations. He left the delegates with two thoughts: firstly, information has no value if it is not shared, and secondly, sharing starts with each of us.

CDR Bliss described the significant changes to the Joint Lessons Learned environment in the Australian Defence Forces. He highlighted Australia's efforts to manage ISAF transition. He described a number of areas of bilateral and multilateral LL cooperation, such as the deployment of the US Joint Lessons Learned Information System, and the attendance by AUS officers on the JALLC Analyst Training Course and the NATO LL Staff Officers Course.

Mrs McBride from the UN's Department of Peacekeeping Operations Knowledge Management Guid-

*Moderator:* CDR Michael Kleibaum, JALLC  
*Key Speaker:* Rear Admiral Brad Williamson USA N  
Chief of Staff, STRIKFORNATO

*Panel Members:*

Mr Dave Ross, JALLC  
CDR Steven Bliss AUS N  
HQ Australian Joint Operations Command  
Mrs Kate McBride, UN DPKO  
Mr Jean-Dominique Dulière, IS Ops  
Mr Gilles Hansoul  
ICRC Delegation to the EU and NATO  
LTC François-Régis Dabas FRA A  
European External Action Service

ance Team described, engagingly and in some detail, their capability and processes. Delegates were left in little doubt that the UN operates an efficient and effective knowledge base with a tight OODA loop for learning from experience. The key element of success here is the vast amount of thought and effort UN DPKO puts into its organizational learning. 38 people read, analyse, think about, and make rational decisions about what must change in their procedures and policies based on documented experiences from UN peacekeeping missions.

Mr Dulière from the NATO International Staff Ops Division briefed on the findings of the recent conference on LL from Humanitarian Ops and Exercises. He clearly described the function of the Euro-Atlantic Disaster Responses and Coordination Centre at NATO HQ, educating delegates on this important civilian-military component of NATO capability.

Mr Gilles Hansoul kindly briefed the audience on the relationship of the ICRC and NATO, highlighting areas of cooperation and success while emphasizing clear boundaries which define the ICRC as a humanitarian, independent and impartial actor. The final briefing of the morning was provided by LTC Dabas, who described the European External Action Services Approach to Lessons.

The panel discussion quickly turned to the interesting theme that rotation presents a significant organizational learning and knowledge management challenge, and especially its impact on personal relationships and thereby on sharing. Several speakers shared their experiences of the problems, and potential solutions, for this enduring challenge. Several discussions highlighted the gap between the good intentions of LL operators to exercise a responsibility to share, and the technical and procedural resources to do so.

## Sharing – the new NATO LL Portal



Mrs Jackie Eaton started the session with an extensive summary of the development of the new NATO LL Portal and the progress made on it during last four years. She reminded the audience that JALLC's goal has always been to introduce an accessible, adaptable, easy to use, and community driven tool based on the principles of social networking. Basing the tool on *SharePoint* reduced costs, while enhancing the user experience and development options. Since then the active user community has been steadily growing. But there is still much to do to meet JALLC's goals for the tool.

The NATO LL Portal needs to conform to rigorous standards of information security that are enforced NATO-wide. The ACT Security Advisor, Mr Scott, emphasized that personal responsibility for adherence to those procedures already in place remains a crucial element of NATO's information security. The NATO LL Portal itself is subject to all standard technical security requirements in the areas of protection, verification, and monitoring.

Among the first Communities of Interest active in the Portal is the Graduated Readiness Force (Land) HQ of the ARRC. LTC Barrio reminded the audience that the ability to capture lessons seems to be maturing; however, the implementation and sharing aspects still suffer from the lack of sharing culture or reliance on personal contacts. He stressed that the NATO LL Portal is the right tool for enabling Communities of Interest to overcome these shortcomings.

How such a Community of Interests come into existence was described by CDR Smith from the JALLC using the example of the Insider Threat Community of Interest. Currently, this Community of Interest page is under construction and it is to be published by the end of the year. CDR Smith altered the list of available NATO LL Portal

*Moderator: Mrs Jacqueline Eaton, JALLC*

*Panel Members:*

*Mr Alex Scott, HQ SACT Office of Security*

*LTC Francisco Barrio Garcia, DACOS LL, HQ ARRC*

*LTC Jean-Pierre Albiol, CASPOA*

*CDR Anthony Smith, JALLC*

*Mr Paul Sewell*

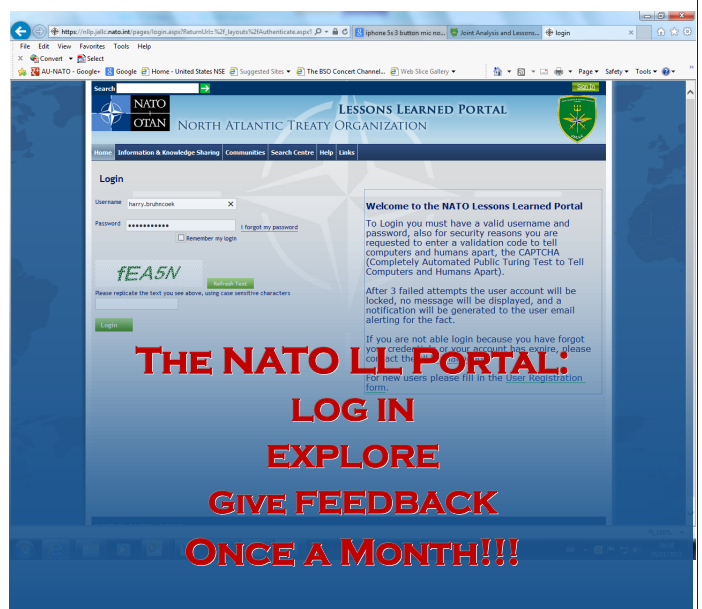
*JWC Joint Capability Integration Division*

features based on networking facilitation and variability in having the page tailored to the user needs.

LTC Albiol focused on the NATO LL Portal as an outreach and communication tool particularly suited for use by the COEs. The COEs need to be able to disseminate findings efficiently while also being able to receive information from NATO partners. The NATO LL Portal can be useful for both purposes.

Having provided a short introduction to the concept of Best Practices as understood by the JWC, Mr Sewell, an analyst at JWC LL Section, focused on future challenges for the NATO LL Portal. He acknowledged the value of the NATO LL Portal as the one stop shop for lessons and presented the ongoing initiative to integrate JWC's current Best Practice Database into the portal.

The discussion focused predominantly on two areas: accessibility and interfaces. Mr Scott pointed to currently running IT initiatives that should positively affect the accessibility of the portal in the future. LTC Barrio discussed the importance of gradual development, restating that there was no similar tool four years ago. Potential interfaces between the NATO LL Portal and databases of other international and national entities were discussed and noted as valuable potential future development strands.



## Moving into the Future

### What are the future challenges?



The subject for the final day of the 2013 Lessons Learned Conference was “Moving into the Future” with presentations linked to key themes taken from across the Alliance.

#### The UK Defence Organizational Learning Strategy

Although the topic of the day was moving into the future, the first presentation was very much a current status update. MAJ Jonathan Oates from UK Joint Forces Command presented the UK's Defence Organizational Learning Strategy, describing how Analysis and Lessons Learned are leveraged to contribute to capturing what is learned and applying it to future challenges. He covered many of the difficulties UK Forces encounter, stating that one of the main impediments to organizational learning appears to be that having a formal lessons learned process gives rise to the notion that no one else is responsible for their own learning.

#### ACT Strategic Foresight Analysis

CDR Bill Cox from HQ SACT then presented the recently published “*Strategic Foresight Analysis*” (SFA) Report, which “aims to identify the trends that will shape NATO's future strategic context and derive defence and security implications for the Alliance out to 2030 and beyond.” SFA had its origin in the vision for NATO Forces 2020, established by the NATO Heads of State and Government at the 2012 Chicago Summit. However, in forging the future we must look out beyond 2020 in our long-term planning to focus our transformation and capabilities development on NATO Forces 2030 and beyond. Thus SFA was born.

CDR Cox explained that we need to examine the future security environment through this kind of fu-

tures analysis. The challenges of the future will be very different from what we experience today. SFA identified 15 trends that will shape the future strategic context and, from these trends, derives 34 defence and security implications for the Alliance out to 2030 and beyond, which will serve as the foundation for the development of the follow-on Framework for Future Alliance Operations (FFAO). As planners identify a gap during the NDPP process the lessons learned that are applied can help planners focus on the best courses of action.

#### Managing Operation Records – NATO Archiving

The final presentation came from the NATO Archivist, Mrs Ineke Deserno, and was perhaps one of the two most insightful and important talks of the Conference. For while her talk focused on preserving the operational records from ISAF, the fundamental idea was that operational records are not just a vital source of relevant information for future analysis and lessons learned, but are vital aspect of preserving NATO's history and so must be preserved.

While covering the ongoing efforts to preserve the 70 terabytes of ISAF data, Mrs Deserno also emphasized that NATO already has the Records Policy and Directive in place to drive preservation of operational records. It is now up to staff in ACO and the operations to take the required action in disposition and forwarding of records in accordance with the policy. In this light she applauded the JALLC report on NATO's archiving activities and called on all NATO bodies to implement its recommendations.

## Keynote Speaker



General

**José António de Magalhães**

**Araújo Pinheiro**

Chief of Staff

Portuguese Air Force

JALLC was honoured to welcome as the Keynote Speaker for the 2013 NATO Lessons Learned Conference General José António de Magalhães Araújo Pinheiro, Chief of Staff of the Portuguese Air Force. General Pinheiro delivered his remarks on the final morning of the Conference within the context of “Moving into the Future”.

General Pinheiro congratulated JALLC for the outstanding efforts that they had put in place throughout the years, and for the success that this Conference has had as a focal point for discussion on Lessons Learned in NATO and highlighted Portugal’s strong and enduring contribution to NATO and the strong relationship that has grown between Portugal and the JALLC.

General Pinheiro expressed his optimism about the future of NATO and of the role of the lessons learned community in that future—an optimism founded on teamwork, training, study, mindset, adequate support and confidence. Or, put in simple military terms, an optimism founded on a sense of being prepared, ready and capable of accomplishing the mission, whatever it may be. And he pointed to the importance of collecting, analyzing, validating and disseminating Lessons Learned and Best Practices as a decisive contribution to the preparedness of our Forces.

He illustrated this notion by referring to the history of his own service, the Portuguese Air Force, and the lessons it had learned from the war in Africa in the 1960s and from the many recent NATO, EU and UN Operations and Air Policing missions that the Portuguese Air Force has since undertaken, reaffirming that his service was a learning organization and highlighting the thought and effort it takes from each Portuguese airman to make it so.

Turning to NATO, he commended its evident adaptability as an organization, for if it had not been able to adapt it would not have survived as the essential collective Alliance it is today. He credited the success of this adaptation in part to the NATO LL Process, and in this regard JALLC, which has positively influenced the continuous practice of improving concepts and capabilities, with emphasis in doctrine development, but also with impact in the Alliance transformation efforts.

Referring to JALLC’s analysis on the *Decade of Conflict* he agreed that NATO has probably faced greater change in the last decade than it did in its previous five decades of existence, witnessing an increase in member states, the creation of the NATO Response Force and ACT, restructuring of the NATO Command Structure, in the midst of austerity and while conducting several warfighting operations in remote parts of the world.

He concurred that the six themes JALLC identified in that report—specifically mentioning the increasing importance of the information sphere, the disparity between NATO ambitions and nations’ will, and the complexity of NATO—will continue to be vexing problems that will occupy much of our thought and effort in the years to come.

General Pinheiro concluded by expressing his deep respect and sense of comradeship for all our fellow men and women—Sailors, Soldiers and Airmen—especially those deployed on operations worldwide and emphasized our duty and obligation to them as LL Practitioners to make their jobs easier and safer.

*“NATO has evolved from the Cold War posture as a Sumo wrestler, to the present days, acting as a fencer, but fencing with several people at the same time.”*

## LL Update from inside NATO HQ



Mr Dulière, the IS Crisis Response Systems, Plans, and Exercises (CRSPE) section head, opened with the point that the concept for learning in NATO, as defined in the LL Policy and Implementing Directive, has been fully embraced inside NATO HQ. IS OPS is uniquely positioned to share lessons with nations, partners, IOs, and NGOs. Mr Dulière described the bodies that are housed in NATO HQ and discussed how the LL process was conducted for OUP. He described formal and informal sharing mechanisms available in NATO HQ and concluded with the point the LL process must be embedded throughout NATO's three core tasks to ensure that future Euros are spent wisely.

LTC Valente, from NSA Policy and Coordination Branch, described NATO's process for developing doctrine and the role of lessons therein. Doctrine can be initiated from either the bottom up (from within the NCS) or from the top down (from Capability Codes and Statements within the NDPP). The NSA works closely with the MC, Committees and SCs when developing STANAG and AP documents, but a more systematic process for providing input to the process and informing the NSA of the need for new or revised doctrine will enhance the development of future doctrine in NATO.

LTC Valente's presentation was one of the most relevant of the Conference. Doctrine is where we as an Alliance record what we have learned where we document our adaptability. NATO's doctrine is an amazing repository of lessons. The process may be slow, but it is the most powerful and important way to institutionalize our experience in a place where people know to look. To share high quality, relevant information to a targeted group of those who need it. Command directives and SOPs serve a similar purpose at lower levels, where our learning is documented and institutionalized. These are what make us a learning organization.

## LL Update from the NCS

LTC Bartolini, HQ SACT LL Implementation Section Head, started with the assertion that NATO does share information, but is not yet good at it. He went on to discuss the tools available to NATO for sharing and he drew similarities between NATO's information network and the internet showing that NATO's information is similarly dispersed and there cannot be one single entity charged with information sharing. He closed with the point that the NATO LL Portal is a way forward for improving NATO's sharing, but the success of the Portal depends on the human factors of leadership and stakeholder engagement – "which means you and me".

Mr Sewell, an analyst at JWC LL Section, presented a thorough description of how JWC is conducting their Lessons Learned process and how they are sharing within NATO. JWC shares both internally and externally and has recently focused on the linkage between lessons and doctrine. He presented a best practice of producing one or two page analysis summaries that deliver recommendations from more complex documents to key (targeted) individuals or branches. By tailoring the summary and its distribution to a specific people, JWC has seen increased action on their recommendations.

CDR Gonzales Serrano, from SHAPE J7 Plans and LL, presented the LL process within SHAPE, across ACO, and during operations. He explained that SACT has the lead for LL in the NCS but that SHAPE has the lead for learning from operations. Within SHAPE, the LL Coordination Team (LLCT) manages the LL process and a *SharePoint* page for submitting and staffing observations, LIs, and LLs. SHAPE COS tasks any required remedial actions to the appropriate directorates. Across ACO there are 26 LL staff officer PE billets who use the NATO LL Portal, command portals (required by SACEUR), working groups, and workshops to share lessons. He asserted that, for operations to benefit from the LL process, LL Annexes must require a LLDb search and lessons must be available to operational commanders. For future NATO operations to benefit from Lessons Learned, every deployed HQ needs to have personnel trained and dedicated to the LL process and planning for operations must include planning the LL process, identifying stakeholders, and providing coordination and sharing instructions for lessons.



## Pre-Conference Session

### Introduction to the NATO LL Process

A pre-Conference session was held at the Military Academy in Amadora on Monday 21 October. The objective for this training day was to familiarize staff officers from NATO and Partner Nations with the NATO LL Process and Procedures and to shape and prepare the environment for the Conference itself. An additional objective for this year was to present the NATO LL Portal, including its LL Staffing tool, that was deployed last July for the first time.

88 LL stakeholders, 73 of them external attendees from NATO bodies, NATO nations and partner nations, attended the training event.

COL Jorge Gomes (PRT A), JALLC Chief of Staff, addressed the welcome speech to the participants, thanking them for their attendance. He noted the recent transformation that NATO has suffered and stressed the challenges for the future of NATO and JALLC with regards to Lessons Learned capabilities.

CDR Mike Kleibaum (DEU N) provided an introductory briefing to the NATO Lessons Learned capability and the Lessons Learned Process. He also took the opportunity to introduce the JALLC Advisory and Training Team (JATT), who is responsible for JALLC outreach and provides training support for NATO and national entities.

Mrs Jackie Eaton, JALLC Senior Operational Research Analyst provided an interesting brief on the need for analysis in Learning Organizations. She stressed the importance of analysis and explained the JALLC Programme of Work, including the Prioritized Analysis Requirements List that is produced every six months and includes the NATO Emerging Analysis Requests agreed between both Strategic Commands.

Mr Andrew Eden, a member of JATT, briefed the audience on the Observation, Discussion, Conclusion and Recommendation (ODCR) format. He recommended the use of this specific format when drafting observations, since it assures a logical flow for presenting lessons. He also noted the importance of leadership engagement, stakeholder involvement and information assurance as critical success factors for organizational learning.

MAJ Stefan Olaru (ROU A) updated the attendees on the new LL Portal, launched last July on both networks (NATO Secret and NATO Unclassified). He enumerated all the sharing functions present in the Portal, explained how to search in the Portal and emphasized the possibilities of the “Communities of Interest” as a link between NATO, Nations and IOs and NGOs.

The pre-Conference session ended with a brief by LTC Javier Corrochano (ESP F), which focused on the LL Staffing area of the Portal, which is only available on the NS network version of the NLLP. He explained the ongoing process to replace NATO LL databases with the new Tracking System for the LL Staffing area, noted the many improvements present in the new tool and emphasized its intended use: Strategic and Operational level processes that cannot be solved internally within a specific HQ.

## Conference Action Points

### JALLC Commitments

JALLC will continue to publish high quality and intellectually honest analysis products that document NATO's learning and steer leaders' understanding of the problems we face.

JALLC will continue to provide and improve the tools for learning and sharing, such as our portals, handbooks and training courses, that help you provide a similar product for your leaders.

More specifically, we will continue to improve the NATO LL Portal so that it becomes the preeminent sharing tool for all of you.

Finally, we will continue to provide support to all of you in developing your own organizations' LL capability.

### Your Commitments

What does NATO ask of you as an outcome of your participation?

- As in past years, you must champion learning in your organization and push sharing with others, whether you are a LL practitioner, an operator, or a leader.
- You must make sure that, when appropriate, your learning is reflected in our doctrine, policies, directives and plans.
- You must contribute your learning as requested by JALLC, SACT and SACEUR and make suggestion to improve the NATO LL Process, the NATO LL Portal sharing and staffing areas and other LL tools.

But this year JALLC has a specific request. I need you, as Mrs Eaton requested, to please log in to the NATO LL Portal every month. Explore it, use it and contribute to it while you are there. Recommend it to your friends and colleagues.

And send us your feedback on how to make it better.



## Acknowledgements

JALLC wishes to thank the following organizations and Individuals for their support and effort with this Conference:

- The Portuguese Army Military Academy for allowing us to use the facilities, and for their support in IT, catering, and admin during the Conference itself.
- All the speakers and presenters—especially General Pinheiro—without whom there could be no Conference.
- LTCs Gord Gushue, Fernando Duarte, & Javier Corrochano, and MAJ Stefan Olaru & Srecko Gogic from JALLC LL and Analysis Support Branch, the lead Conference planners for this year's Conference, as well as the rest of my staff from Admin, CIS Management and BUDFIN branches who assisted in its execution.
- Finally, all the attendees for your engagement and enthusiasm in helping to make NATO into a successful learning organization.

## Conference Statistics

<b>Total Attendance:</b>	<b>207</b>
Attendees from NATO:	129
Attendees from NATO National Bodies:	59
Attendees from Partner National Bodies:	15
Attendees from IOs (UN DPKO, ICRC, EU)	4
Total of Nations Represented	32

### NATO Representation

NATO HQ:	IS, IMS
Agencies:	NSPA, NSA
NCS HQs:	All
NFS HQs:	6
COEs:	14

### Mark Your Calendars

## NATO LL Conference 2014

The 2014 NATO LL Conference will be held 14 to 18 October 2014 in Lisbon. The dates will be confirmed during the 2nd Quarter of 2014.

The 2014 NATO LL Conference will aim to build on this year's success by further exploring how we learn and share.

To do so, we will again try to achieve a balance in attendees and presenters between Operators, who can tell us what NATO is learning, and LL Practitioners, who will tell us how we are capturing and institutionalizing that learning.

### NATO National Representation

National MODs and Joint Staffs:	17
National Commands/HQs:	25
National Training/Doctrine/LL Centres:	12

### Partner National Representation

National MODs and Joint Staffs:	7
National Commands/HQs:	4
National Training/Doctrine/LL Centres:	3

A complete list of attendees with contact details is available on the Conference Site, accessible via the NATO LL Portal

All Conference materials, including all presentations, are available at the NATO LL Portal (note sign-in required):

<http://www.jallc.nato.int/newsmedia/llconference.asp#pagebody>



# JALLC

JOINT ANALYSIS AND LESSONS LEARNED  
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