



The 2014 NATO Lessons Learned Conference Report



From the Commander...

The Joint Analysis and Lessons Learned Centre (JALLC) hosted the NATO LL Conference in Lisbon, Portugal from 21 to 23 October 2014. The Conference theme was:

“Learning from Experience, Strengthening the Alliance”

At this year’s Conference we looked at how we can structure NATO’s learning process to ensure it is a continuous one. This concept of continuous learning is echoed in GEN Paloméros, Supreme Allied Commander Transformation’s description of his vision of Transformation which he gave us during his opening speech: *“a golden thread which binds NATO’s past, present, and future”*.

I believe that during the Conference a few of our own golden threads wove their way through our discussions on the past, the present, and, most importantly, the future of LL in NATO.

The first of these golden threads, relates to NATO’s ability to retain knowledge and was touched upon throughout the conference from different perspectives, by different speakers.

There is little point to our LL efforts, if the knowledge created and captured leaks away before it can be utilized. The Alliance’s efforts to capture the knowledge and experience gained in Afghanistan, and the point raised by LTGEN Buschenschmidt relating to the perennial problem of the loss of knowledge that occurs during rotation, are examples of this issue. But examples of how NATO is working to improve in this area were also given during the Conference—such as the JWC’s best practice of using handover forms on rotation and the general best practice of conducting hot wash ups and after action reviews after an important event—, confirming that NATO truly is a learning organization.

I believe that if we can better retain our knowledge; better capture it and integrate it, we will truly be strengthening the alliance to face emerging challenges.

Besides retaining information, another reoccurring theme during the Conference—and our second golden thread—was that NATO needs to share Lessons, Information, Experiences, and Ideas for it to really learn from experience. As many before me have said, I would rather not learn from my own mistakes, but from those of others.

And yet, although we may accept that this premise is true, it seems that we, as a community, are just not very good at sharing. BGEN Sommer explained to us, for example, that within the NATO LL Community there are many independent lessons databases that are not connected and do not feed NATO’s central lessons depository: the NATO LL Portal. If we do not share *with* each, we cannot learn *from* each other.

That second thread knots nicely to the third and final golden thread of this Conference: the concept of the right mindset to LL.

NATO has expended much effort in creating and nurturing its LL capability. LL is accepted as a part of the way NATO works. As GEN Paloméros himself reminded us during his speech at the start of the Conference, *“learning is a powerful tool for transformation”* and that *“learning lessons of the past and present is not an option, it is a crucial necessity”* to learn from experience and strengthen our Alliance. It is this mindset that needs to be adopted NATO-wide and it is our responsibility to ensure that this happens.

In this respect, the discussion during the panel on improving the LL process, made it clear to me that, for people to want to contribute to the LL process, they need to see and feel that their contribution is having an impact. Achieving this sense of ownership is not easy, especially considering timeframes required to implement change. However, people become reluctant to put in the effort required if they do not believe it will make any difference. Consequently, we must do more to make change tangible.

During the Conference we discussed the fact that, in order to be able to learn from experiences—truly learn, not just record—we, as a community, need to work harder at all levels of the LL Process and not be afraid to change what needs changing. As Mr. Berg from the NATO IS put it *“We need to learn faster and sell better.”*

I will leave you with the question BGEN Sommer, asked us all during his presentation: he asked how many of us felt that the LL Process in each of our own organizations was effective. Only three people raised their hands. That tells us something. That tells us that, most probably, the LL process, as it stands today, is not working as well as it should and that there are problems, many of which were highlighted during the Conference, that need to be solved.

However, I am convinced that we, the LL Community of NATO, are part of the solution to these problems and I am confident the work done during the Conference has contributed and will continue to contribute to that solution.

Mircea Mindrescu
Commander JALLC
Brigadier General, Romanian Army

Conference Agenda

Day 1 – 21 October

Video Welcome – GEN Jean-Paul Paloméros, Supreme Allied Commander Transformation

Opening Remarks – BGEN Mircea Mîndrescu, Commander JALLC

NATO IS, NATO IMS, SHAPE, and HQ SACT Updates

NATO HQ – Mr Berg, IS Ops

HQ SACT – COL Rozek, CAPDEV CEI IDLL

SHAPE – CDR Gonzales-Serrano, SHAPE Plans J7 PLL

JATT – LTC Johnston, JATT, JALLC

Update

Jordanian CLL Update – COL Azzam, Jordan Armed Forces

Panel Lessons from Exercises – A Maritime Perspective

Key Speaker: Learning in Exercises – RADM Lowe, DCOM SFN

Counter-piracy in the Maritime Security Environment – RADM Palma, PRT Navy Director of Personnel

Findings and lessons from recent Maritime projects – CDR Stuij, JALLC

Panel Discussion

Update

AUS Update – SQNLDR Johnson, HQ Joint Operations Command, AUS

Day 2 – 22 October

Panel Improving LL Practices

Key Speaker: Improving LL Practices – BGEN Sommer, ACOS CAPDEV CEI

Improving the LL Process at Strategic level – LTC Vieira, JALLC

JFTC Presentation – LTC Kutka, JFTC

Improving Data and Observation Collection – LTC Thozet, JFT

Panel Discussion

Updates

ISAF Update – LTC Paljak, HQ ISAF CAAT

US CALL Update – COL Reese, US CALL

Panel Land Approach to learning from Operations and Exercises

Key Speaker: Land Approach to Learning from Operations and Exercises – LTGEN Buchsenschmidt, COM EUROCORPS

ISAF PMR – LTC Jansson, SHAPE OPI CCOMC TF Asia

Two Decades of operations and Exercises – LTC Johnston, JALLC

Proficiency Training Process – LTC Bertolozzi, DCOS Plans J7 DLL JFCNP

HQ LANDCOM approach – LTC Rochow, HQ Allied LANDCOM G7

Panel Discussion

Day 3 – 23 October

Update

Jordanian Current Regional Developments – MGEN(r) Harazneh, JCLL Director

Strengthening the Alliance to Face Emerging Challenges

LANDCOM Video Message – LTGEN Hodges, COM Allied LANDCOM

JWC, The Way Ahead – BGEN Krogstad, JWC SPECAD

Learning from Experiences, Strengthening the Alliance, NATO Standardization Office – COL Cervero Ortega, NSO

NATO CFI Advisory Task Force – BGEN Pyykönen, CFI TF

US J7 – BGEN Thomas, US J7 DD FJFD

Keynote Address – ADM Fourneau Macieira Fragosos, PRT Chief of Navy

Closing Remarks – BGEN Mircea Mîndrescu, Commander JALLC



Lessons from Operations and Exercises A Maritime Perspective



Moderator: CAPT Velten, DEU N, JALLC
Key Speaker: RADM Lowe, GBR N, DCOM SFN
Panel Members:
RADM Palma, PRT N
CDR Stuij, NED N, JALLC

This first panel of this year's Conference discussed Lessons from Operations and Exercises from the maritime perspective.

RADM Lowe, as Deputy Commander for Strike Force NATO and key speaker of the Conference's maritime approach panel, spoke eloquently on the topic. During his presentation he traversed maritime related topics such as NATO's counter-piracy efforts—which have been a great success in getting nations to work together as we face a common enemy—and expanded on the creation of SHADE; NATO's Shared Awareness De-confliction group and its relevance in terms of NATO's counter-piracy efforts to date.

He reminded the audience that, over the last 20 years, NATO has focused on operations that have not had a large maritime aspect to them and that thinking *joint* in terms of the maritime perspective is something NATO should always do.

RADM Palma, also spoke on the topic of counter-piracy; the challenges NATO is faced with at the tactical level and the need for better cooperation and coordination among Alliance members.

He informed the audience on maritime Situational Awareness and elaborated on the importance of having human intelligence units embedded inside maritime units in order to exploit relevant information.

Finally, RADM Palma emphasized that, no matter how well-versed an expert may be, understanding the context of any military situation is key to providing the correct response to any tactical, operational, or strategic situation.

CDR Stuij, a maritime specialist military analyst from the JALLC, added that to be prepared for any mission, "*one must have requisite knowledge cou-*

pled with Situational Awareness."

The use of the Joint Common Operational Picture is a great tool for any Commander to maximize Situational Awareness. One of the key challenges facing the maritime environment is that many of the systems and programmes created for land based operations are not interoperable with maritime constructed systems and programmes. In the infrequent case you can find operability between systems, oftentimes files being transferred from shore to ship cannot be transmitted due to bandwidth limitations of the maritime asset.

A great example of such limitations is the Secure Video Telephone Conference which requires a huge amount of data to work efficiently on a non-command type platform. Whereas using a communication system on shore would not be an issue, the limitations in the maritime arena are now exacerbated. CDR Stuij stated that these specific communication limitations should be addressed in order to improve the real-time and lag-time sharing of information among separate platforms throughout the NATO infrastructure.

The key takeaways from this panel were that NATO nations, partners, and organizations need to remember that, even in an age of NATO engaging in more land based warfare, the maritime component of NATO is a key asset to the organization and should be at the forefront of all operations as either a lead- or key support branch and should continue to be staffed and funded as such to keep pace with increasing maritime threats such as counter piracy.

Improving Lessons Learned Practices



Moderator: GP CAPT Hill GBR F, JALLC

Key Speaker: BGEN Sommer DNK A,
ACOS CAPDEV CEI

Panel Members: LTC Vieira PRT A, JALLC
CDR Kutka POL N, JFTC
LTC Thozet FRA A, JFT

One of the themes of this year's Conference was to focus on the ways we capture Lessons Identified and utilize LL.

As Lessons Identified can originate at any level within an organization, we must improve on our ability to capture, staff, and implement them.

BGEN Sommer opened the discussion by asking the audience how many people felt that the LL process was working in their organization. The low response rate underlined his point: that, although "*Lesson Learned are at the base of transforming NATO*" the LL process needs to be improved for it to have an impact on NATO's transformation.

Knowledge and information sharing will need to become more decentralized: coming from all levels of an organization, while at the same time becoming more interconnected and accessible. Communities of Interest will become the custodians of their respective information and LL. And finally, leaders should focus on creating the right learning mindset to ensure the success of future exercises and operations.

LTC Vieira followed with a summary of the findings from the JALLC's study of Two Decades of Lessons from Operations and Exercises. The study covered over 40 operations and 20 exercises and analysed lessons with strategic value in order to facilitate NATO's key transformational initiatives.

While the study discovered a scarcity of strategic level lessons, operational and tactical level lessons with clear strategic relevance were identified. In order to *elevate* these Lessons to the strategic level, the JALLC devised a system using categories and sub-categories set out in existing NATO doctrine to form a simple tiered system to based on capabilities.

The results of this study highlight that, currently,

NATO's strategic level lessons are not being fully incorporated into the LL process and that further review of NATO's LL capability is required.

Next, CDR Kutka from JFTC discussed the "*holistic perspective in training analysis*". He explained that, in the exercise planning process, the Analysis & Reporting Stage is very important to the capture and validation of Lessons Identified. Both exercise reporting and the LL process are essential to maximizing value and obtaining objectives.

The last speaker of the panel, LTC Thozet, spoke on improving data and observation collection. He highlighted the need for LL staff in the Exercise Planning Process and, like LTC Kutka, stressed the importance of the Analysis & Reporting Stage. His main concern with regard to the process was that Subject Matter Experts often (have to) leave before they have had the opportunity to contribute to the analysis process taking with them valuable information as a source of learning.

The panel discussion concluded by reminding the audience of how important leadership was to the LL process at *all* levels. All NATO and partner nation LL practitioners in the audience were asked to go back to their organizations and brief, in person, their Commanders and Command Groups on the importance of LL and encourage them to re-invigorate their LL processes.

Land Approach to Learning from OPS and Exercises



Moderator: COL San Antonio ESP A, JALLC

Key Speaker: LGEN

Buchsenschmidt BEL A, COM EUROCORPS

Panel Members: LTC Jansson SWE A, SHAPE
OPI CCOMC

LTC Johnston USA A, JALLC

LTC Bertolozzi FRA A, JFCNP

LTC Rochow DEU F, LANDCOM

LTGEN Buchsenschmidt began the panel with a brief synopsis of HQ EUROCORPS. He restated an earlier theme: continuity as a key factor in the success of the LL process—noting that EUROCORPS has six Flag Officers, who rotate at the same time every two years. In addition, the focus on individual parts of an exercise or operation makes it hard to create *collective lessons*.

There are several key points to improving the collection of lessons worth consideration—beginning with the realization that every soldier is a data collection asset. LL teams do not need to be large if they are supported by a good process and have the backing of leadership. Databases are just tools: face to face interaction and quality written reports are key to building relationships. Finally, he emphasized that the one of the goals of the LL process is to shape and perpetuate a learning culture within each organization.

LTC Jansson reported on the ISAF Periodic Mission Review: an assessment tool that includes identifying strategic LL and an independent strategic assessment of the ISAF mission. In the future, it will be important to establish a functional and permanent assessment team (the Crisis Review Group): to gather inputs from other contributors, strengthen relations with non-NATO entities and create a better understanding of the strategic environment.

LTC Johnston followed with observations and lessons from the last two decades of NATO operations and exercises in the form of eight over-arching observations and lessons. First, the prevention of civilian casualties can reduce the negative impact to NATO missions. Secondly, reducing the insider threat can have a positive effect on morale and help to build trust within a multinational environment. Thirdly, pre-deployment training for NATO operations is a force multiplier. Fourthly, there must be robust intelligence reach-back so as not to hinder

work on long-term projects. Fifth, C2 structures must be flexible and agile enough to come together for operation-specific events and structures. Sixth, a growing demand for and use of Joint Intelligence, Surveillance, and Reconnaissance, bringing about the creation of dedicated fusion centres. Seventh, local forces need to be trained and developed in crisis areas. And finally, observations, LL, and best practices need to be fully transmitted amongst the Allies.

LTC Johnston left us with a few suggestions of where he felt we could improve the LL process, one of which related to the fact that although the LL process is being leveraged for tactical and operational gain, there is room for improvement in terms of how it is being used at the strategic level.

LTC Bertolozzi followed with an overview of the Proficiency Training Process (PTP) from the JFC Naples perspective. Individual and functional training is owned by the divisions and it is their responsibility to mitigate training shortfalls. J7 provides a set of tools for the PTP and there is a relationship of close coordination between the PTP and those responsible for the LL process as they strive to improve JFC Naples' performance in this respect.

The last speaker on the panel was LTC Rochow who spoke on the LANDCOM mission: to provide expertise in support of Alliance land forces readiness, competency, and standardization; deliver a planning capability in support of Higher HQs; and to be responsible for the conduct of land operations. This mission enables LANDCOM to retain and expand on the interoperability of Land Forces within the Alliance, act as a deployable HQ capable of providing a land planning capability, and act as an enabler for the promotion and development of doctrine and concepts.

Strengthening the Alliance to Face Emerging Challenges



LTGEN Hodges addressed the audience via his video message. He began by reminding the audience of the importance of LANDCOM. He also explained that one of LANDCOM's important tasks is to capture and preserve the knowledge and experience gained by NATO in Afghanistan. He also highlighted the work that the JALLC does and how it can help to feed the planning process in terms of exercises and operations.

BG Krogstad followed LTGEN Hodges with an update on the way ahead for JWC: to execute operational-level collective training in support of on-going operations; to train Joint and Combined staffs; support concept and doctrine development; synchronize experimentation into operational level exercises; and contribute to NATO's LL process.

As the training & exercises and LL environment continues to grow, the JWC is working to prepare itself for future and working internally on improving its own performance.

The JWC has tackled the problem related to the loss of knowledge through staff rotation and developed an internal handover/takeover process, allowing information to be passed from one individual to another. The JWC has also recognized the importance of incorporating LL from one exercise to another and aims to bring together the staff members involved in an exercise to work on solutions for the key issues identified for the next exercise. Finally, the JWC has undergone an organizational review and is moving towards a more fluid and responsive organization.

Next, COL Cervero Ortega discussed how the NSO works from two perspectives: top-down and bottom-up. Standardization objectives come from the top; based on requirements. Standardization proposals

come from the bottom, based on LL from operations, exercises, or daily use. Once identified, objectives and proposals are sent to a tasking authority for validation and introduction into the development process which generally takes 24 months to come to fruition. He emphasized that although the standardization process works, it must be improved to make interoperability more fluid within NATO.

BGEN Pyykönen then updated the Conference audience on how the NATO Partner for Peace nations are working together with NATO in terms of the Connected Forces Initiative (CFI) via the CFI Advisory Task Force, the objective of which is to support NATO and its partner nations in helping them to understand each other's needs in terms of CFI and to thereby improve interoperability.

The last speaker of the day was BGEN Thomas, the J7 Deputy Director for Future Joint Force Development. He explained how the Joint LL Division uses the US' Joint LL Information System; an information system containing a robust search engine and vast amounts of data including events, operations, exercise data, observations, recommendations, and after action reports. He also touched upon the role of the Joint Coalition Operational Analysis division in gathering information from several exercises and operations including: counter/anti-corruption efforts with ISAF; exercise and engagement programmes; defence institution building; and other operations headed by various Commands.

In his closing remarks, BGEN Thomas stated that partnerships are about more than just sharing reports, findings, and recommendations. He emphasized that we need to determine topics of mutual interest and task them smartly. Finally, he encouraged the audience to learn from successes and failures and to figure out *what works*.

*LTGEN Hodges USA A,
COM LANDCOM*

*BGEN Krogstad NOR F,
JWC SPECAD*

*COL Cervero Ortega ESP A,
NSO*

*BGEN Pyykönen FIN A,
NATO CFI Advisory Task Force*

*BGEN Thomas USA F,
J-7 DD FJFD*

Keynote Speaker



Admiral Fournaux Macieira Fragoso Chief of Portuguese Navy

The JALLC was delighted to welcome as our Keynote Speaker for the 2014 NATO LL Conference Admiral Fournaux Macieira Fragoso, the Portuguese Chief of Navy Operations.

ADM Fragoso's themed remarks for this final day of the conference were, "*Strengthening the Alliance to Face Emerging Challenges.*"

The Admiral spoke on several topics of immediate concern to the Alliance, including threats posed by Russia's new age of aggression, the Islamic State of Iraq and Syria's (ISIS) increased terrorist aggression around the world, piracy occurring in the Gulf of Aden and the Gulf of Guinea, and Cyber-Attack security within and amongst the NATO network infrastructure. He stressed that NATO must remain ever-vigilant and proactive in our defence in order to continue to succeed as a strengthened and relevant Alliance in the future.

Admiral Fragoso began his presentation by highlighting the situation in Ukraine and reemphasized that the events that are taking place there are what make the Alliance as important as ever.

The Admiral went on to echo RADM Lowe's and RADM Palma's comments from earlier in the Conference, during the maritime perspective to LL, a topic naturally close to his heart as chief of the Portuguese Navy. He spoke about enhancing NATO's maritime capability and expanding its maritime situational awareness posture. Doing this, he said, "*will assist NATO in providing a better defence for many years to come.*"

In this respect he went on to highlight counter-piracy efforts undertaken by NATO, explaining to the audience that, since 2011, and the introduction of NATO naval forces patrolling the Horn of Africa

and surrounds, the number of successful piracy attacks has dropped significantly. Operations such as Allied Provider, Allied Protector, and Ocean Shield have helped to deter and suppress piracy, which is threatening sea lines of communication and economic interests throughout the region.

Admiral Fragoso then spoke on how Cyber-Attacks present a challenging threat as the world becomes more interconnected through social media and electronic communications. NATO must play its part in identifying and mitigating these threats through better cooperation and information sharing within the Alliance and among nations.

Finally, the Admiral touched upon the topic of dwindling defence budgets. He emphasized that, despite the economic crisis which has affected many European nations—not least Portugal—, nations must look at their defence spending and at least maintain current budget levels, but preferably increase them if the Alliance is to effectively combat the challenges we face today: "*the NATO defence budget must be understood as an investment in security, prosperity, and economic growth of our nations.*"

NATO nations, must remain committed to strengthening the Alliance by providing dedicated resources, in addition to well trained personnel at the highest levels of readiness going into 2015 and beyond.

"The NATO defence budget must be understood as an investment in security, prosperity and economic growth of our nations."

Conference Updates

The Jordanian Center for Studies and Lessons Learned (JCSLL) and NATO IS

Update from JCSLL



Colonel Azzam from the Jordanian Armed Forces presented the countries five year, three-phase plan for their recently established Center for Studies and Lessoned Learned. The JCSLL is on schedule to be fully operational by 2015. In the meantime, however, the center is already up and running and has deployed training teams to Afghanistan for after action review data collection and is making a great contribution, through the Lessoned Learned process, to their pre-deployment training efforts.

In 2014 alone, the JCSLL supervised and provided essential LL data on the rotational visits of Task Forces (TF) 222, TF 240D, TF 300E, and TF 240 in Kabul, Afghanistan.

The CSLL also provided full and complete security studies on a range of topics pertaining to the Ukrainian, Syrian, and related regional crises. The Jordanian CSLL and training teams are ready for business and are looking forward to an even more impressive year in 2015. You can learn more by subscribing to their newsletter and/or visiting their website at www.jcsll.mil.jo/en.

Update from the NATO IS OPS Division

Mr. Berg, who works in the Crisis Response Systems and Exercises Section, Operations Division, of the International Staff at NATO Headquarters, updated the Conference on their recent activities.

Mr. Berg explained that his main idea for improvement of the LL process is based on the fact that we need to *“learn faster and sell better.”* He explained that, collectively, we need to be better at identifying what consumers of LL want; we need to package the product to fit the audience. Doing this is important because, in today’s changing security environment it is more important than ever to identify and implement improvements quickly. He asked the audience to *“not be shy about what we are and what we can do.”*



He went on to inform the audience about the revitalization of the NATO LL Points of Contact Network, which has remained dormant for quite a few years. The first new meeting of the Network was held in May 2014 and looked at several areas relating to the LL process such as the process, timelines, mindset, communication, exercises & training opportunities, and organization. One (of many) conclusions from that meeting was that, without a dedicated LL resource, LL being *everybody’s* responsibility may lead to it actually being *nobody’s* responsibility in reality.

Mr. Berg also highlighted the successful one-day workshops on LL that were held in June and October this year at NATO HQ and were organized in close cooperation with the Joint Analysis Training Team of the JALLC. He mentioned that, his division intend to try and run similar workshops that will also be open to NATO partner countries as a next step.

Food for Thought...

The packed timetable of the Conference sometimes left participants with little time to ask questions to speakers and the panels. We have collected some of those unasked questions from the audience and grouped them into three food for thought themes for the LL Community to consider.

Strategic Level Lessons

As there is no clear, NATO-wide definition of the concept of a *strategic level lesson*, for progress to be made in terms of getting strategically relevant lessons into the LL process, it seems important to push for clarity in that area. NATO-wide agreement should be achieved on a definition of a strategic level lesson if the term is to be incorporated into policy and doctrine. The LL Community should further consider how we can contribute to the improvement of NATO's LL Process; in particular how strategic level lessons can better be incorporated into the LL process.

LL Mindset

For NATO's LL process to be efficient and effective, it needs to be diligently performed; it can't be the last thing you (don't) get to at the end of your day. The LL Community should consider how we can change our own mindset as well as the mindset of those outside our community in this respect in order for us to become more focused on the act of *doing* Lesson Learned.

Information Sharing

The NATO LL Portal is *the* tool within the LL Community for sharing Lessons, Experiences, and Ideas. And yet, we are not using this tool; not sharing enough to be truly effective. The NATO LL Community should consider what we can do to resolve the lack of effective and reliable information sharing between our organizations.

Cultural Programme

Jerónimos Monastery

This year, for the first time, the Conference included Cultural Programme for its participants. The event was coordinated and hosted by the JALLC in the afternoon of the final day of the Conference.

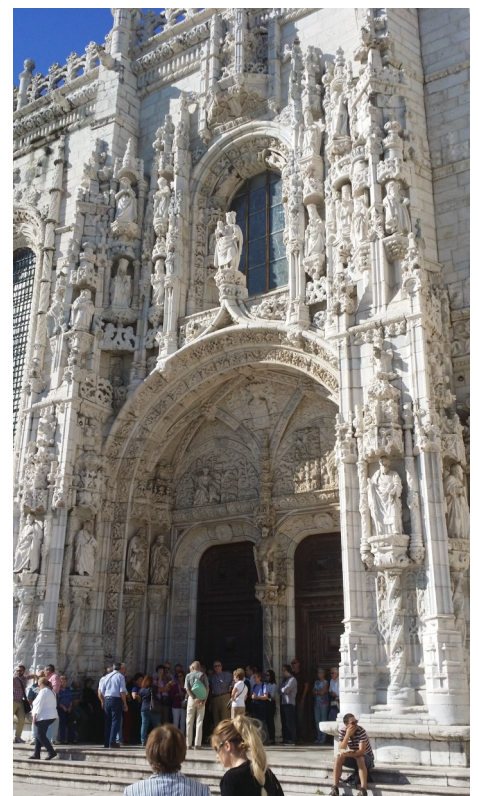
Conference attendee's gathered visited Jerónimos Monastery located near the shore of the parish of Santa Maria de Belem in Lisbon, Portugal.

The monastery began construction in 1501 and was finally completed 100 years later in 1601 and is hailed as one of the most prominent examples of the Portuguese late Gothic Manueline style of architecture. It is classified as a UNESCO World Heritage site.

The tour of the monastery was hosted by JALLC representative, LTC Fernando Duarte, who provided excellent guidance and direction to the participants.

The group received a guided tour of the monastery highlighting points of interests and providing some general history on the iconic structure.

The cultural event was a great informal way to round off the final day of the Conference and was enjoyed by all.



Pre-Conference Session

Introduction to the NATO LL Process

A pre-conference session was held at the Military Academy in Amadora on Monday 20 October. The objective was to welcome and introduce newcomers to the NATO LL Process and procedures and to set the scene for the Conference.

112 LL stakeholders, 98 of them external attendees from NATO bodies, NATO nations and partner nations, attended the training event.

The JALLC's COS, COL Jorge Gomes (PRT A), opened the session and welcomed the participants. COL San Antonio (ESP A), the JALLC's Plans & Programming division head, briefed the audience on the NATO LL Capability and was followed by the JALLC's MAJ Olaru (ROU A) who brief the audience on the NATO LL Portal. MAJ Schröttner (AUS A) from the JALLC's Joint Analysis Training Team then presented the roles of LL Staff Officers and Officers of Primary Responsibility and finally, LTC Zych (FRA A), the JALLC's Lessons Learned and Analysis Support Branch head, spoke about LL Training and Education.

Mr. Sewell, a senior analyst at NATO's Joint Warfare Centre (JWC), followed with an introduction to the JWC. He explained that the JWC is pillared on some guiding principles: a) Solving the issue at the lowest rank level, giving commanders more time to focus on the strategic vision; b) Early involvement, allowing the JWC to address identified issues right from the start and throughout the duration of the exercise. By doing so, lessons are learned during the exercise rather than reviewing what went wrong at the end; c) Knowing your audience; tailoring your presentation and/or training towards the specific audience you are trying to reach. Specific training is more efficient and effective; d) Balanced and simple tools and outputs; materials and resources that are easy to access and understand; and lastly, e) The principle of making change tangible; showing the trained audience the actual change or enhancement as implemented and achieved.

Finally, Mr. Sewell informed the audience of the work being done within the JWC to promote organizational cultural change; a concept introduced to reduce the bureaucracy in the LL reporting process that currently exists throughout most of NATO. The JWC is determined to have an effective reporting process yet maintain a light footprint and will continue to encourage all organizations to support organizational change that will benefit the entire command structure.

The pre-conference session closed with a presentation on Sharing Counter-Improvised Explosive Devices (C-IED) lessons with the C-IED Community of Interest given by MAJ Krom (NLD A) from the C-IED Centre of Excellence in Madrid.

Conference Action Points

JALLC Commitments

The 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.

The JALLC will continue to provide and improve the tools for learning and sharing, such as our , 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 should recommend the new LL OPR online course which is to be launched at the beginning of 2015 on the NATO ADL Portal.
- 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 the JALLC, SACT and SACEUR and make suggestions to improve the NATO LL Process, the NATO LL Portal sharing and staffing areas, and other LL tools.

The specific request for this year is for the LL Community to keep on developing and contributing to new Communities of Interest within the framework of the NATO LL Portal.

The 2015 NATO LL Conference will be held in October 2015 in Lisbon and will aim to build on this year's success by further exploring how we learn and share. The dates will be confirmed during the 2nd Quarter of 2015.



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 Admiral Fragoso—without whom there could be no Conference.
- LTC Laurent Zych, LTC Fernando Duarte, MAJ Stefan Olaru & MAJ Srecko Gogic from JALLC Lessons Learned 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 BUD-FIN 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

Total Attendance:	249
Attendees from NATO:	129
Attendees from NATO National Bodies:	62
Attendees from Partner National Bodies:	29
Attendees from IOs (ICRC, EU)	2
Total of Nations Represented	38
NATO Representation	
NATO HQ:	IS
Agencies:	NSO
NCS HQs:	All
NFS HQs:	12
COEs:	16

Mark Your Calendars

NATO LL Conference 2015

The 2015 NATO LL Conference will be held in October 2015 in Lisbon. The dates will be confirmed during the 2nd Quarter of 2015.

The 2015 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:	21
National Commands/HQs:	10
National Training/Doctrine/LL Centres:	12

Partner National Representation

National MODs and Joint Staffs:	11
National Commands/HQs:	2
National Training/Doctrine/LL Centres:	7

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
CENTRE
AVENIDA TENENTE MARTINS – MONSANTO
1500-589 LISBON

PHONE: +351 21 771 7007/8/9
FAX: +351 21 771 7098

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