Refinding Doctrine

Simon Purton
Section Head Decision Support
HQ Supreme Allied Commander Transformation

Why are we interested?

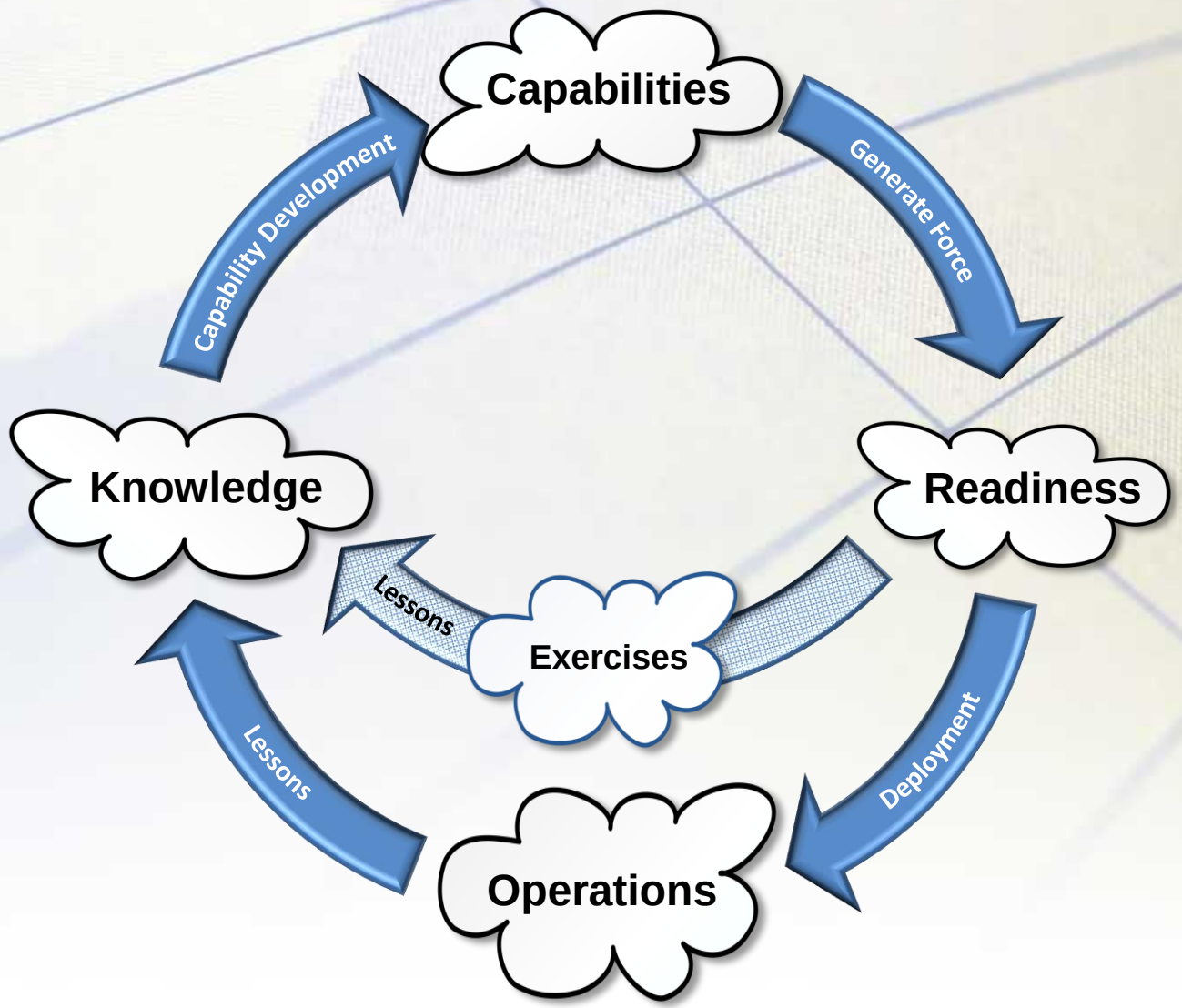
"After a focus on counter-insurgency for the last decade, NATO needs to re-find doctrine as the foundation for interoperability"

Chairman of the NATO Military Committee, General Knud Bartels, 29 October 2012

Agenda

- Context
  - Capability Development
  - Concept Development & Experimentation
- Doctrine Development
  - Emerging requirement
- Analysis Implications
  - What has been done?
  - What has been learnt?

Force Development Cycle



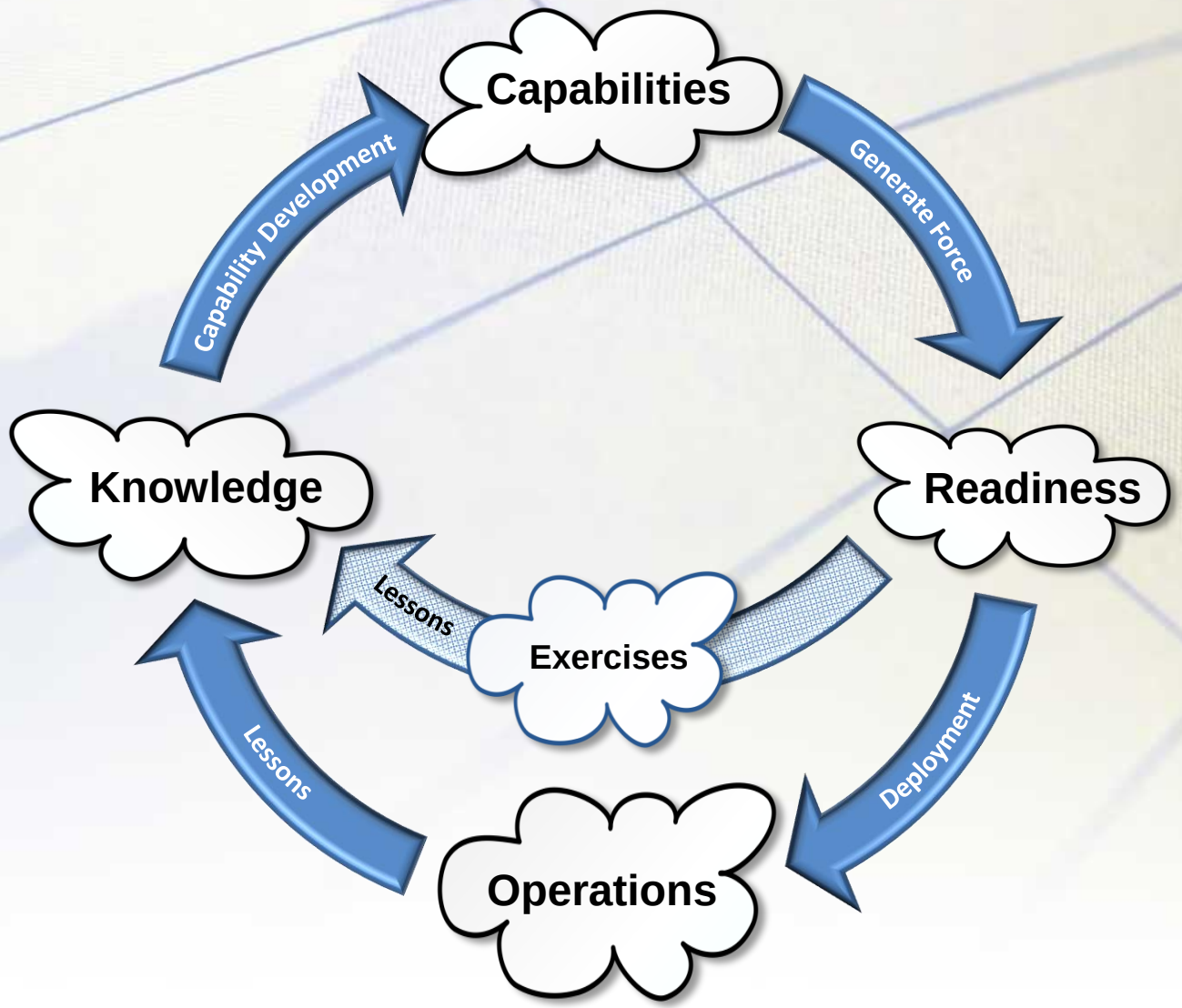
CD&E

- NATO Process
- Military Committee Tasked
- A NATO Concept is…
  - "Disruptive Idea"
- Campaign Plan
  - Research
  - Analysis
  - Experimentation

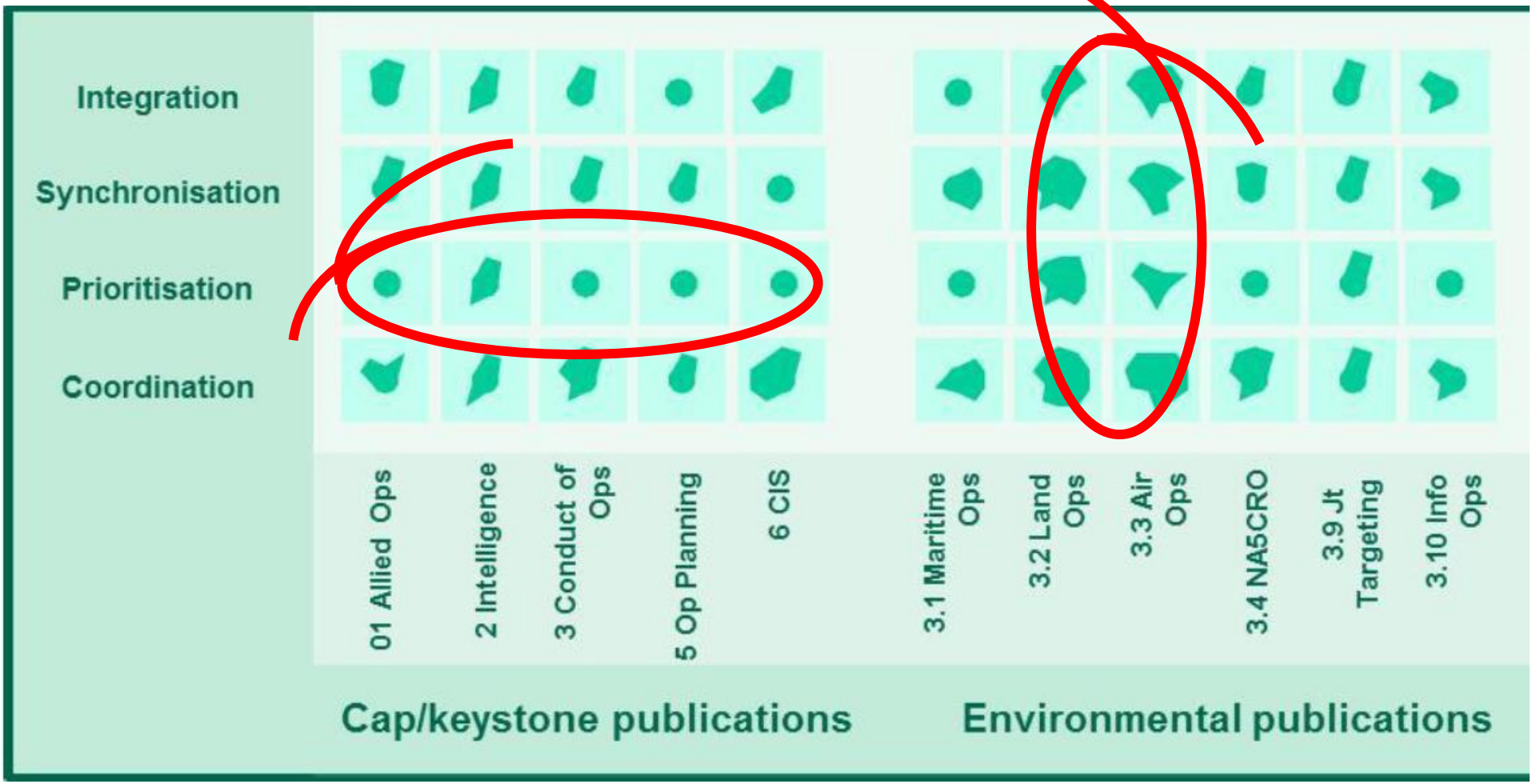
NATO Doctrine Development

- NATO Process
- Military Committee Tasked
- NATO Doctrine is…
  - Distilled Best Practice
- Campaign Plan
  - Identify Void
  - Develop Proposal
  - Draft Doctrine

Force Development Cycle



Content Analysis



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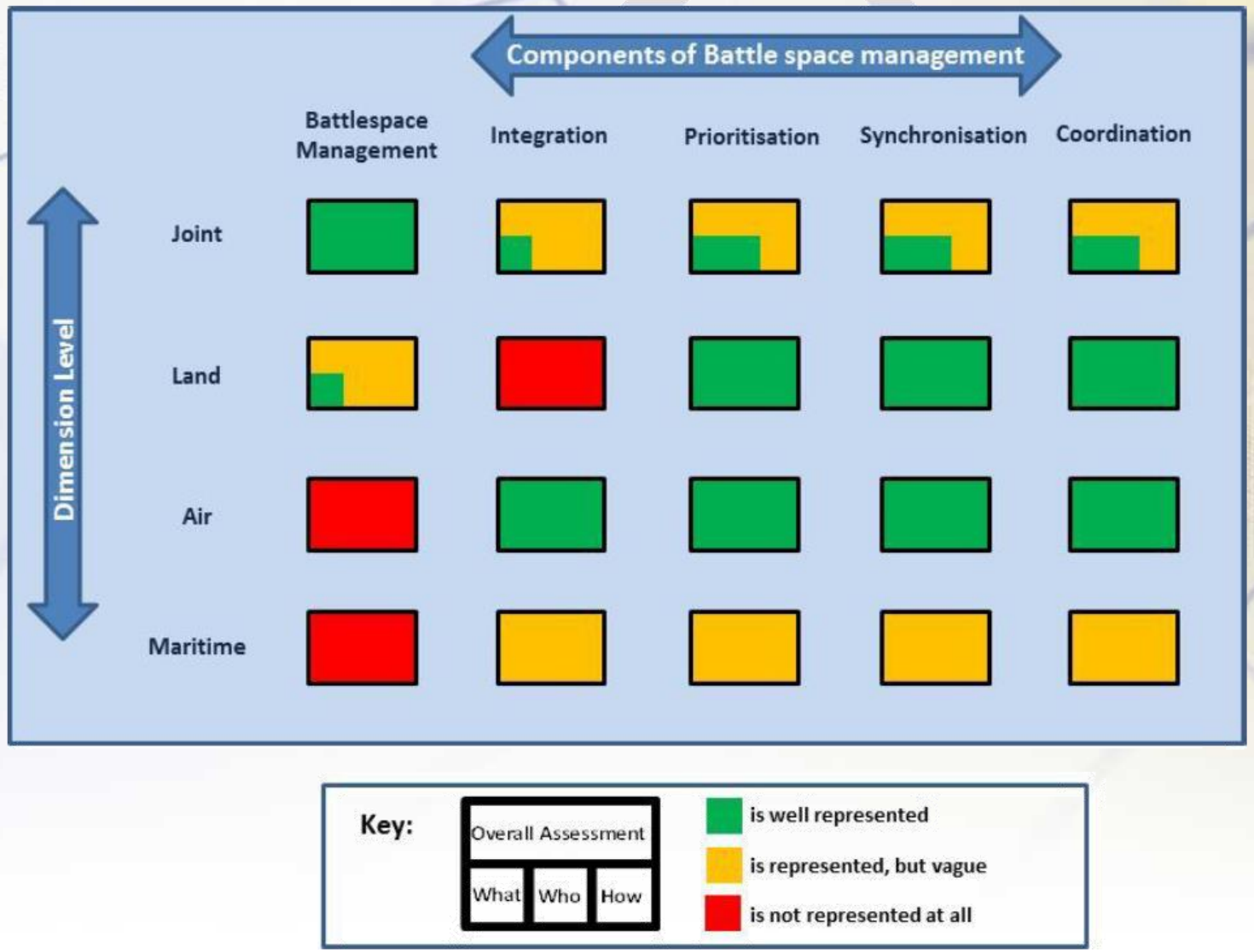
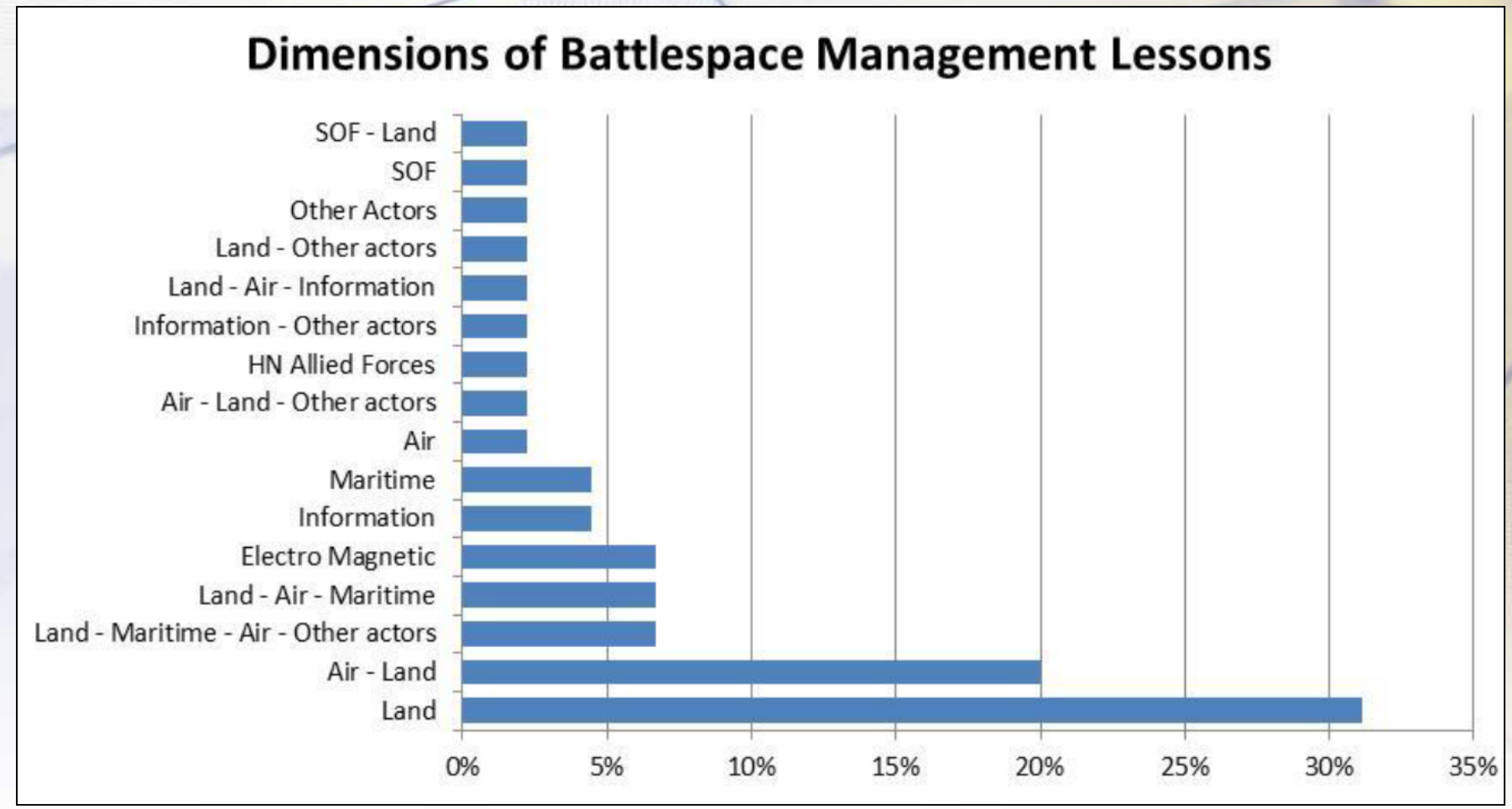


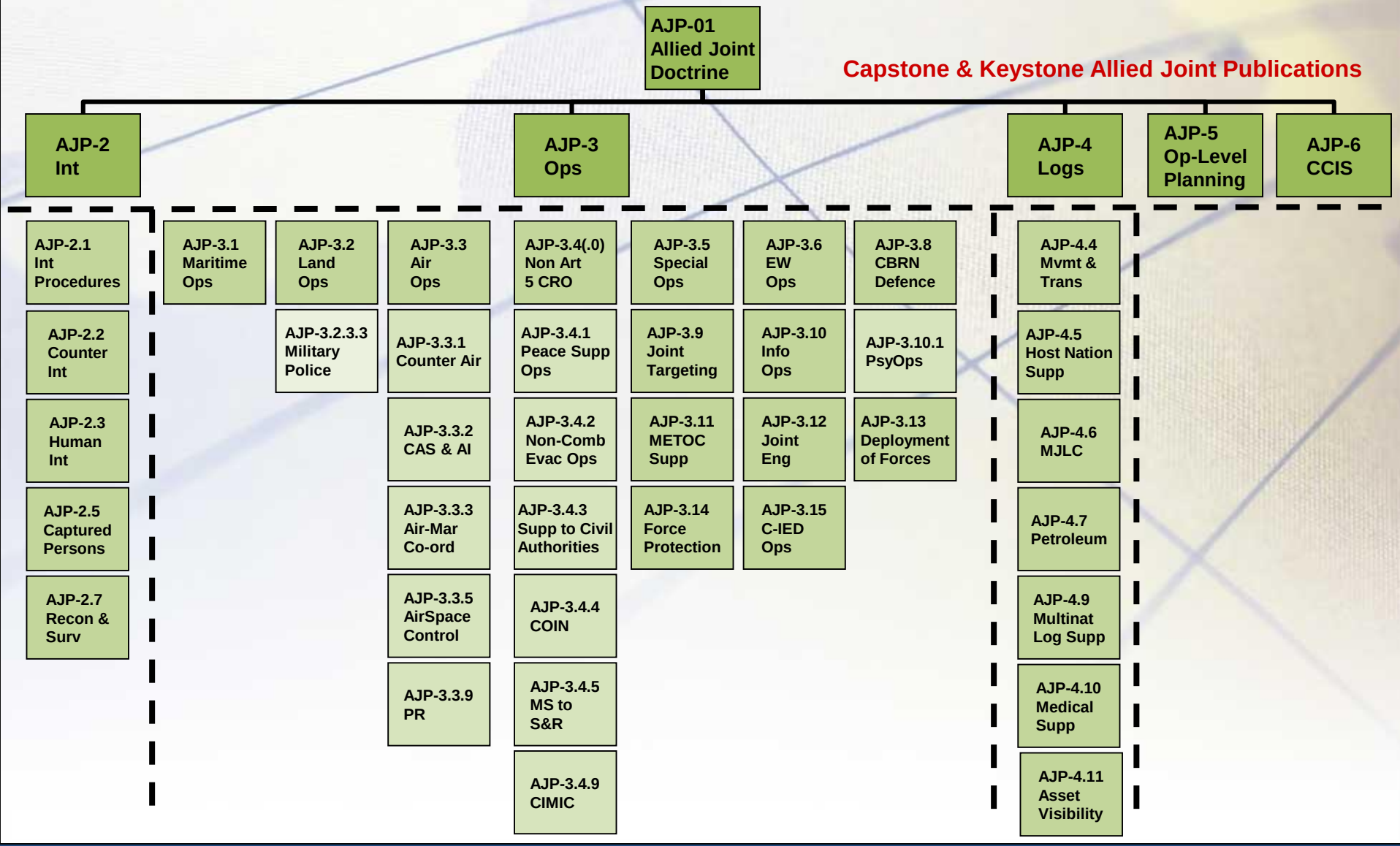
Analysis of Lessons



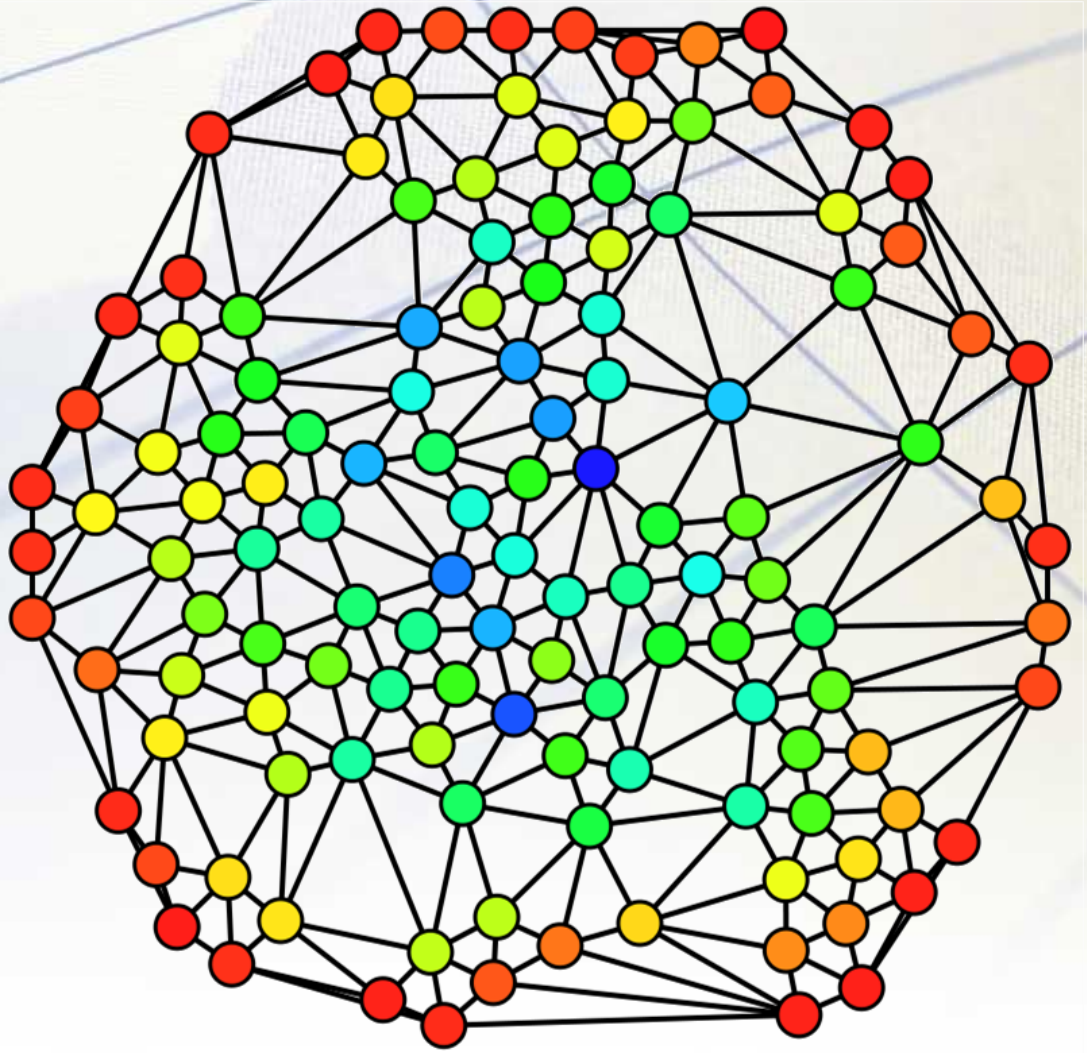
What's next?

- Doctrine Development Task
  - Ballistic Missile Defence
  - Battlespace Management
  - Cyber Operations
  - Assessment (USA)
- Enhanced Toolset
  - Static & Dynamic Testing
  - Automated Content Analysis
  - Document Network Mapping

Allied Joint Publications



Document Network Mapping



Final Thoughts

Concepts

- Something novel
- Getting something **into** the military mind
- “Greenfield”

Doctrine

- Distilled best practice
- Getting something **out** of the military mind
- “Brownfield”

Final Thoughts

"The only thing harder than getting a new idea into a military mind, is getting an old one out"

B H Liddell-Hart

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Capturing OR&A Lessons Learned: Taking OR&A Forward