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Lessons*



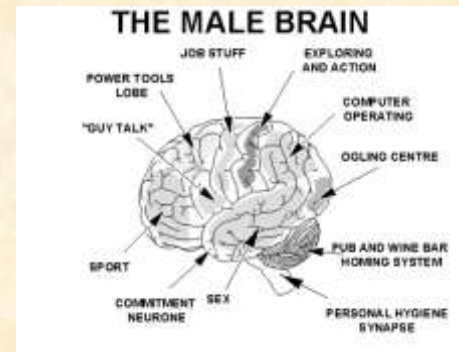
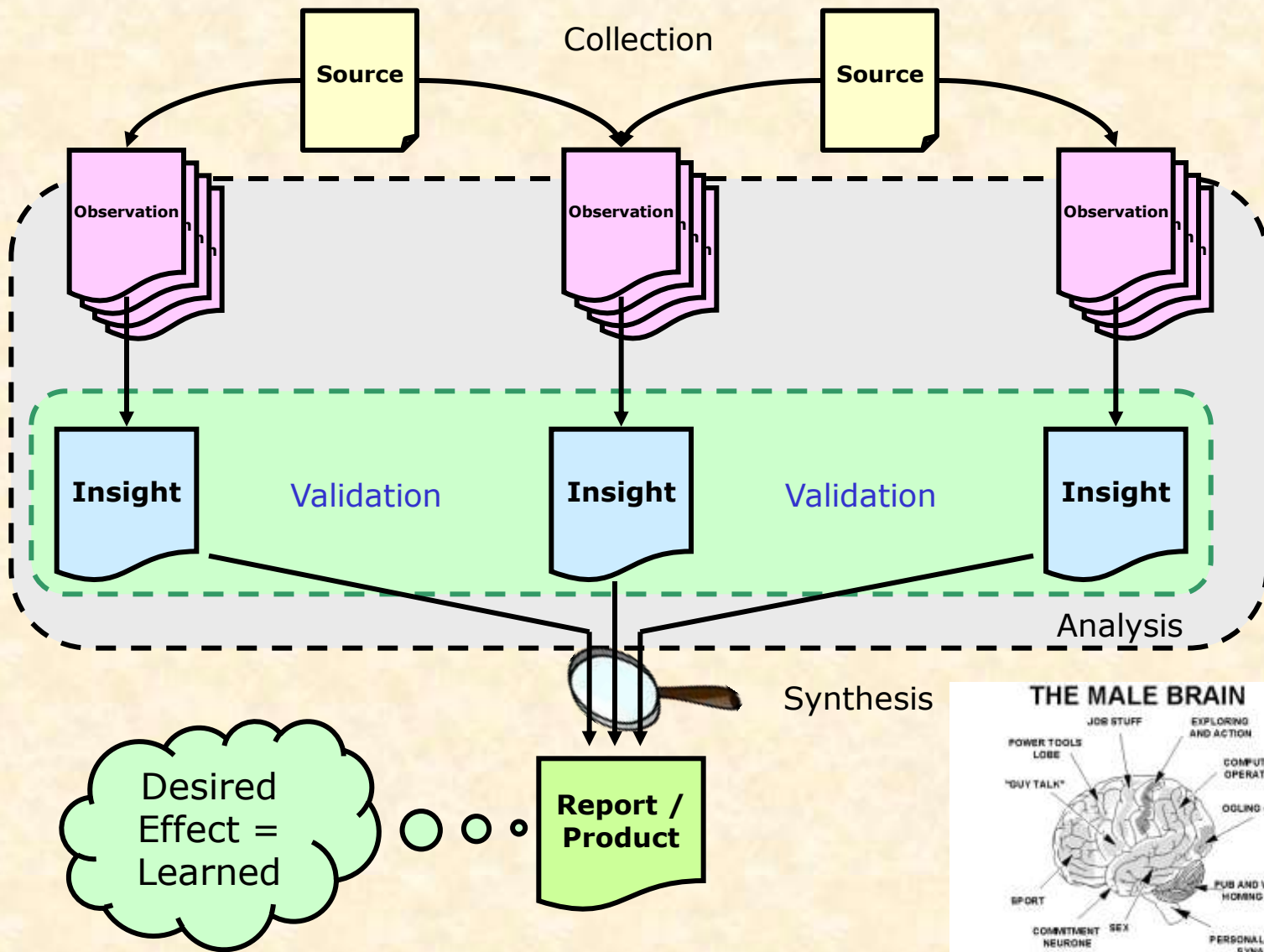
# Its making sense

Do you ask yourself...

- How do we leverage knowledge ... practically?
- What should I analyse?
- How do I plan for it?

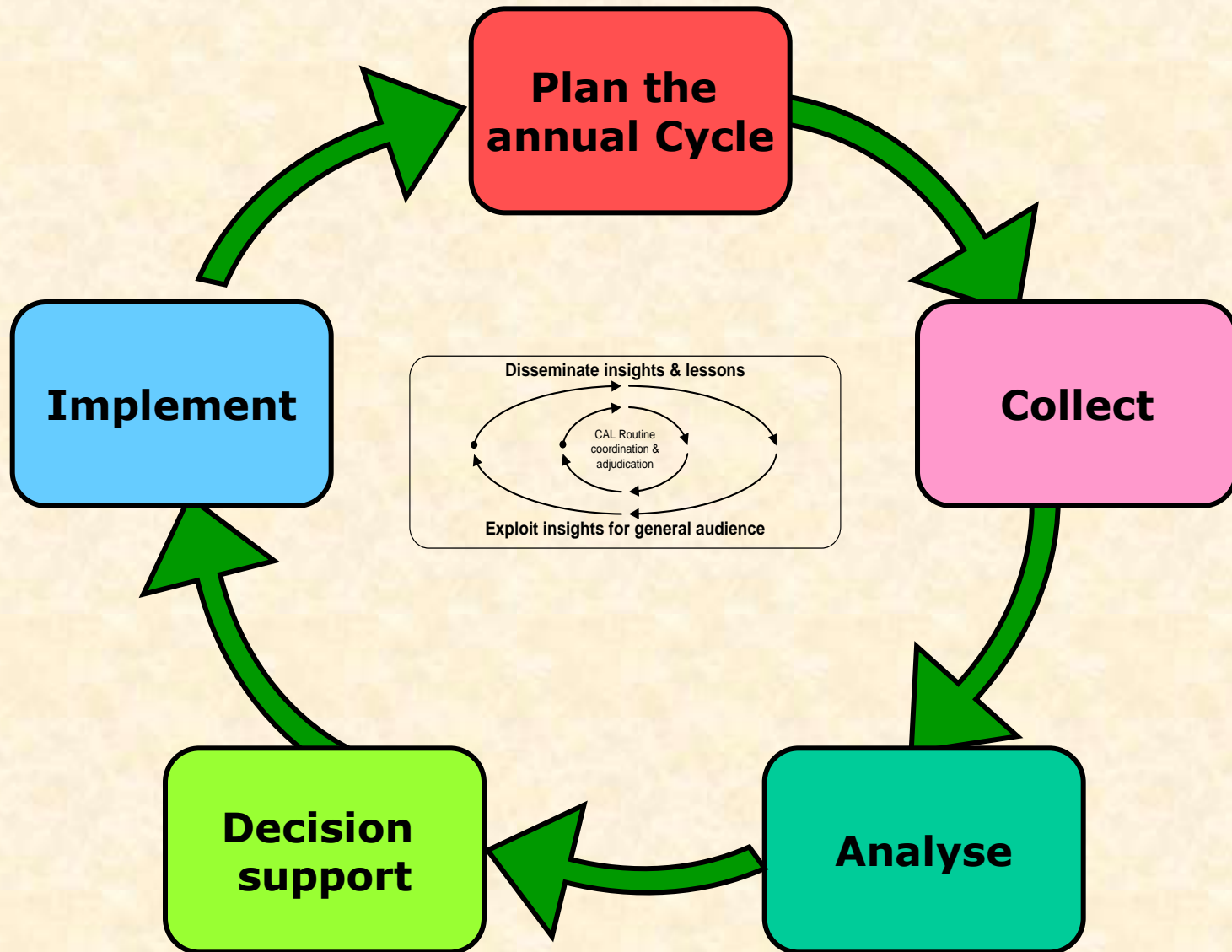


# What should I collect?





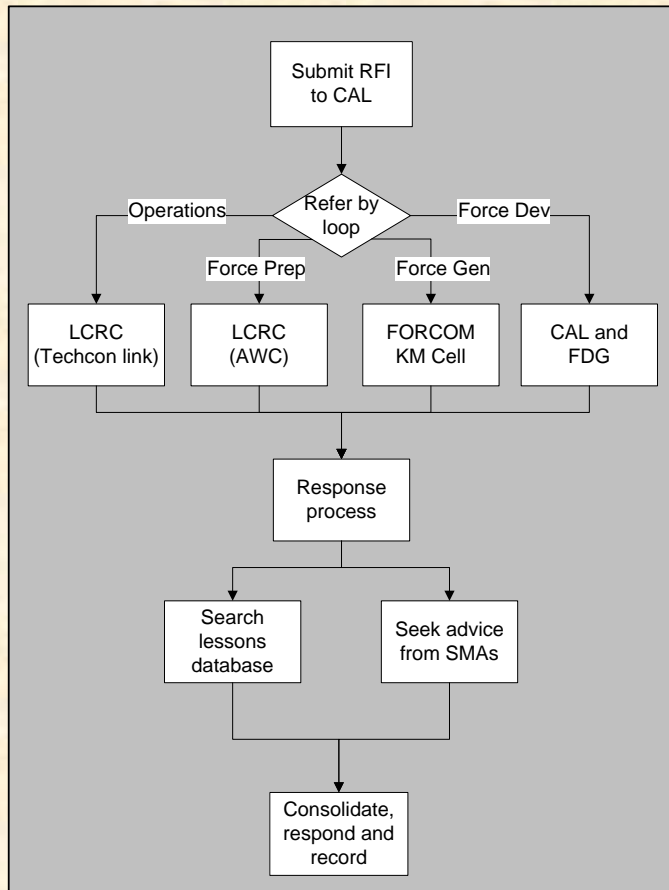
# Knowledge-to-learning model



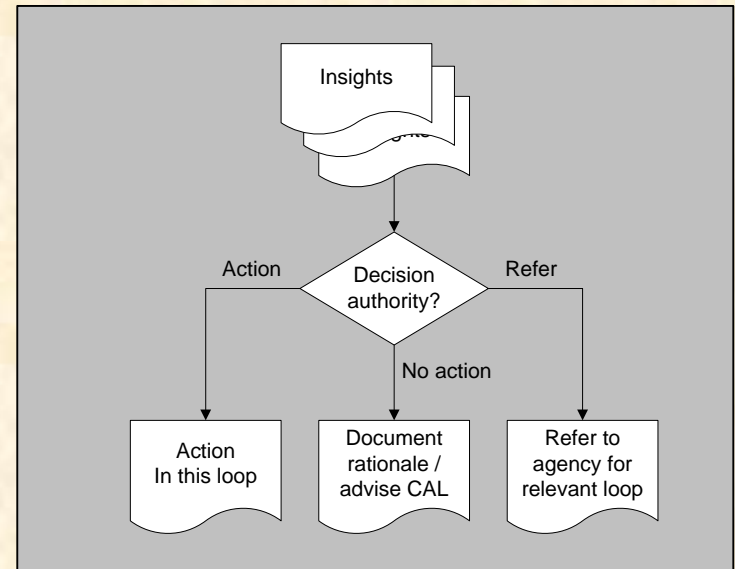


# Complementary processes

Lessons RFI process



Generic lessons board / working group process





# What's important in your interpretation?

- Collect observations from events, programs, training and other significant activities
- Source from documented sources and people, regardless of status
- Perform analysis and **synthesize** into insights and lessons
- Report **actionable** insights to the host and the stakeholders

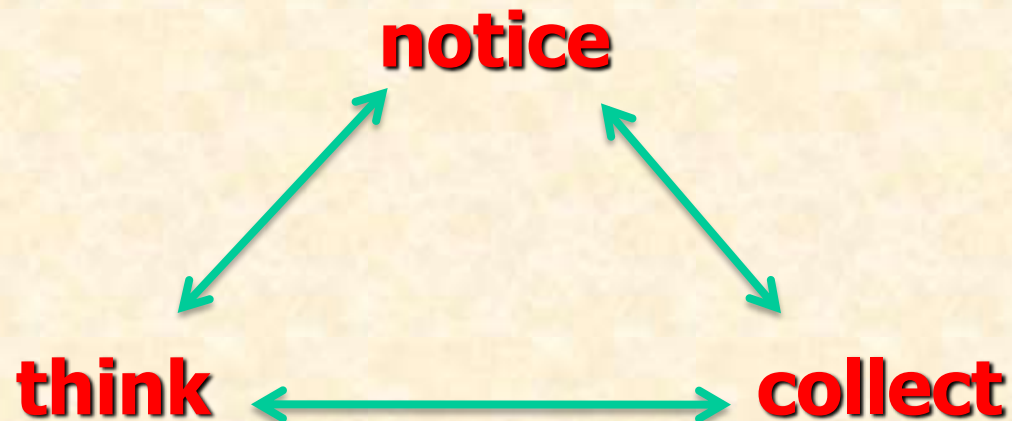




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# Methodology

- Qualitative analysis – basic cyclical process of noticing, thinking and collecting





# Hands-on Activity !

See the packs on your desks?

1. Key words
2. Read obs for a pattern
3. Identify fundamental context
4. Turn middle-o-the-line obs over
5. Summarise obs into an insight



# Stages

- Organise the data - threads
- Immersion in the data – read
- Interpret the data – early pattern development



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# Organise the data

- Threads
- Multi-layered highly effective for large amounts of data
  - Filing system
  - CAL uses 3 levels
- Databases



# Immersion in the data

- Read
- Read
- Read



# Interpret the data

- Thematic analysis and content analysis are different beasts
  - Thematic – theme
  - Content – dominant words/phrases



# Patterns and themes

- Pattern – a descriptive finding (ie soldiers perceived a sense of fear in their first contact)
- Theme – categorical or topical form (ie fear)



# Interpretation cont'd

- What common themes emerge in responses about specific topics? How do these patterns (or lack thereof) help to illuminate the broader context?



- Are there deviations from these patterns? If so, are there any factors that might explain these deviations?



- Do any of these patterns suggest that additional data may be needed?



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# Activity – How did you go?

- You started with 10 observations
  - Condensed knowledge elements from sources
  - Codified
- You sorted and filtered
  - building groups as you went
  - Was the metadata useful?
- You interpreted them
  - Captured the common context
  - Saw through the different words to identify the most objective conclusion
- So what?.....

- by Thread 1
- by Thread 1+2
- by Thread 1+2+3
- by Draft
- by SMA Comments
- by Waiting for Release
- by Rejected
- by Release Insights
- by Entered By
- by Date Entered
- by Keyword
- by BOS & FIC
- by Keyword, BOS & FIC
- by BOS
- by FIC
- by Staff Function
- Split View
- What's New
- Submit Insight

CAL / OILs / Insights / by Thread 1

ALD Knowledge Warehouse

**Document ID: INS000000042**

**Status: Released**

<b>Insight Classification :</b>	RESTRICTED
<b>Insight Title :</b>	Engagement with Government and non-government organisations prior to operations
<b>Insight :</b>	Personnel require opportunities to train and work with other government and non-government agencies, such as DFAT and AFP, prior to both domestic and international incidents / operations in order to foster better interoperability. This interaction would also open opportunities to conduct planning activities that scope potential operations.
<b>Insight ID:</b>	INS000000042

<b>Last Modified :</b>	27/07/2009 08:17 AM	<b>Status :</b>	Released
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<b>Primary Category</b>	
<b>BOS:</b>	Command and Control
<b>FIC:</b>	Collective Training
<b>Secondary Category(ies) :</b>	<b>BOS</b> <b>FIC</b>
<b>Staff Function:</b>	
<b>Keywords :</b>	

Interagency Thread Civilian Sub Thread Australian Government Sub Sub Thread

**Observations** Lessons Comments Log

Date Entered	Observation	References
29/05/2007	AFP - Army relationship - differences in conduct of operations	
27/09/2010	Experimental modelling determines vulnerabilities	
27/09/2010	Generic building evaluation undertaken by Defence, Science and Technology Organisation (DSTO) as a result of Defence contracting	
27/08/2009	Supplying inter-agency communications connectivity	
27/08/2007	Whole of Government approach	
27/08/2007	GOAS Agencies - need for doctrine	
24/02/2006	Interaction with DFAT Staff	
18/10/2005	SF relationship with Australian Federal police	
16/03/2007	Operational planing - AFP and NGOs	
15/11/2010	DFAT briefings to SECDET should be sustained in PDT	
15/03/2011	Engage all relevant external agencies early when raising a major new capability	
11/04/2011	General program/project management standards and guidelines required as a template for major new capability implementation	
06/05/2011	Engage early with Infrastructure Asset Development (IAD) for capability implementation support	



