

# Building up OR&A capability - LI and challenges

LTC Sten Allik  
Chief of Centre for Applied Research  
Estonian Defence Forces  
NATO OR&A Conference 2017

3/19/2018



REPUBLIC OF ESTONIA  
DEFENCE FORCES



# NECESSITY OF BUILDING UP PROPER ORA CAPABILITY

- DEFENCE RELATED RESEARCH BEFORE
  - BASED ON CIVIL ACADEMIC INSTITUTIONS
  - TECHNOLOGY AND HUMAN FACTOR FOCUSED
- NO ANSWERS FOR QUESTION: WHAT DIFFERENCE DOES IT MAKES ON BATTLEFIELD?

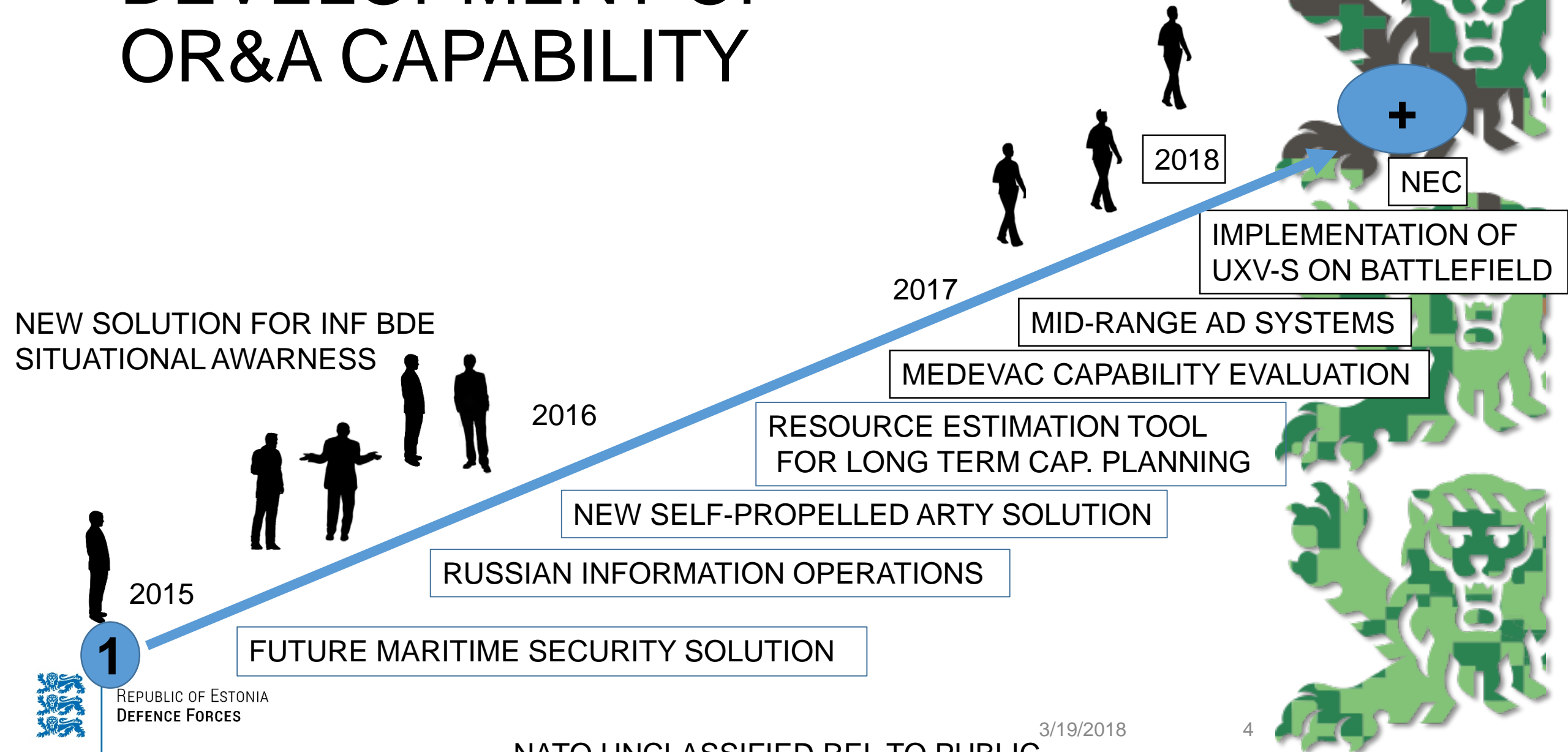


# NECESSITY OF BUILDING UP PROPER ORA CAPABILITY

- MID – AND LONG-TERM DEFENCE  
PLANNING
  - NOT ENOUGH ANALYTICAL SUPPORT TO  
FIND SOLUTIONS FOR PRINCIPAL  
CHALLENGES



# DEVELOPMENT OF OR&A CAPABILITY



REPUBLIC OF ESTONIA  
DEFENCE FORCES

3/19/2018

# CHALLENGES

- DEFINING AND FORMULATING PROBLEMS
- WHAT DECISION TO SUPPORT?
- STAFF WORK vs R&D
- PROBLEM OWNER AS TEAM MEMBER
- 1+1 TEAMS



# CHALLENGES

- TAKING RISKS
- ACCEPTING RESULTS - DECISION BASED EVIDENCE MAKING OR EVIDENCE BASED DECISION MAKING
- IMPLEMENTATION





# IMPACT

- THERE ARE MORE REQUEST FOR OR&A THAN CAPACITY TO RESPOND



# SOME PRECONDITIONS FOR OR&A SUCCESS

- MINDSET
- MILITARY CULTURE AND EDUCATION
- OR&A HAS TO BE PART OF MILITARY ACADEMY CURRICULUM
- STUDENTS PARTICIPATING IN EXECUTION OF R&D PLAN





# QUESTIONS?

