



Defence Academy
of the United Kingdom

The Failure of British Military Knowledge

(How not to go about releasing potential;
learn from other peoples' mistakes)

Jim Potts

Distance Learning Programme Manager

THESE ARE MY
OWN VIEWS &
OPINIONS, NOT
THE MOD'S... I
WASN'T THERE

MK1 & MK2 now

The image displays two overlapping screenshots of the Military Knowledge (MK) Course Gallery interface. The background screenshot shows the MK2 Course Gallery with a list of 10 modules. The foreground screenshot shows the MK1 Course Gallery with a detailed view of Module 1: The British Army, including a list of sub-topics and a large image of a soldier in a helmet.

MK2 Course Gallery

- Module 1: Formation Capability 1
- Module 2: Formation Capability 2
- Module 3: Formation Capability 3
- Module 4: Formation Operations
- Module 5: Operational Planning
- Module 6: Higher Management of Defence
- Module 7: Joint Structures and Planning
- Module 8: Delivering Capability - Processes
- Module 9: Delivering Capability - Procedures
- Module 10: Science and Technology

MK1 Course Gallery

Module 1: The British Army

- Module 1 Introduction
- S1: The Arms and Services
 - The Structure of the Army
 - The Territorial Army
 - Individual Recruitment and Training
 - The Infantry
 - The Royal Armoured Corps
 - The Army Air Corps
 - The Royal Artillery
 - The Royal Engineers
 - The Royal Signals
 - The Intelligence Corps
 - The Adjutant Generals Corps
 - The Army Medical Services
 - The Royal Logistic Corps
 - The Royal Electrical and Mechanical Engineers (REME)
- S2: The Battlegroup
- S3: The Army within Defence
- Module 1 Summary

Module 2: The British Approach to Operations

Taxonomy grid

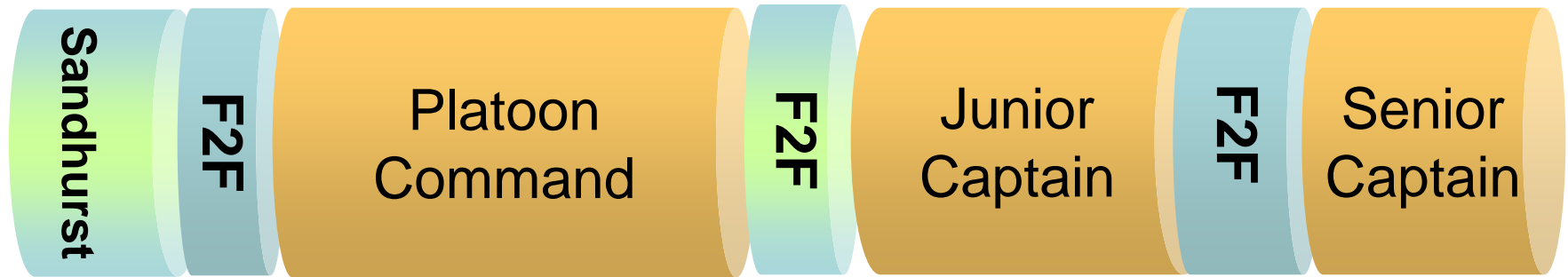
Type of e-Learning	Potential Tools
Broadcast of new information	Email, Powerpoint, Podcast, Web 2.0
Important knowledge transfer	Self-authoring, Rapid e-learning, Web 2.0
Developing new skills	Rapid e-learning or high-end bespoke development
Creating certified competencies	High-end bespoke development with assessment

Why Change?

“e-learning cuts down on residential training time but it is not a cheap option. It will be effective only if resourced adequately.”

1* review of change programme
Apr 02

Review of Officers' Careers and Courses (ROCC)



Leadership Development Programme

MK1

MK 2

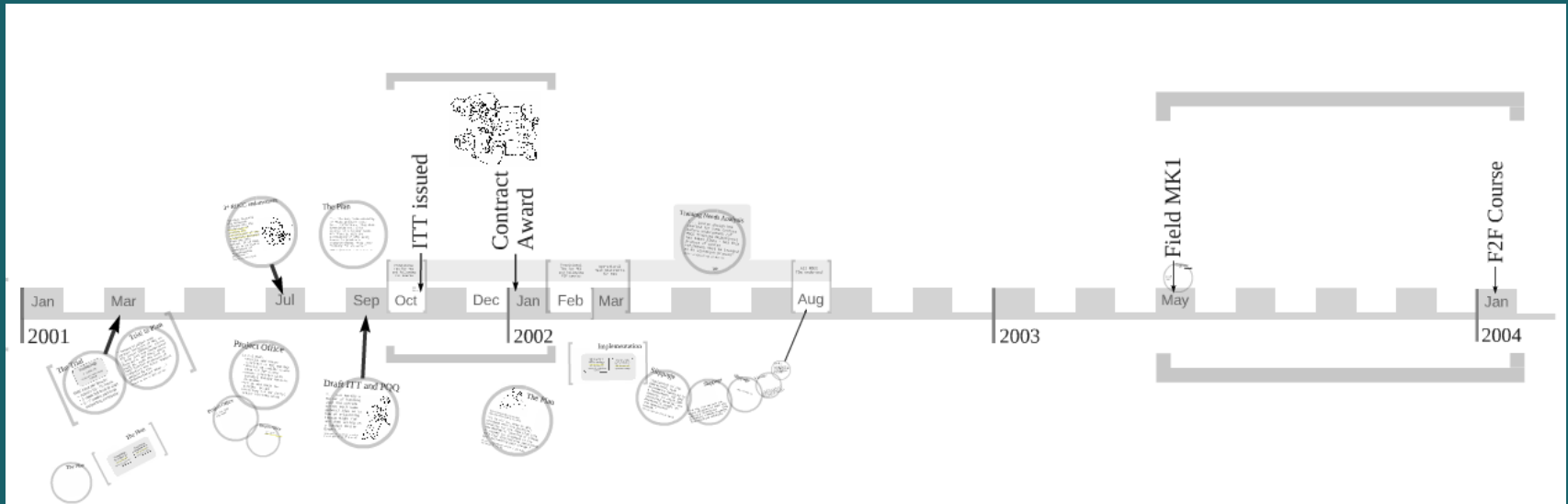
Military Analysis

Continuous Personal Development

electronic Defence Writing

Key: Education Training Appointment

The Timeline...



The Interim Solution

FACTOIDS

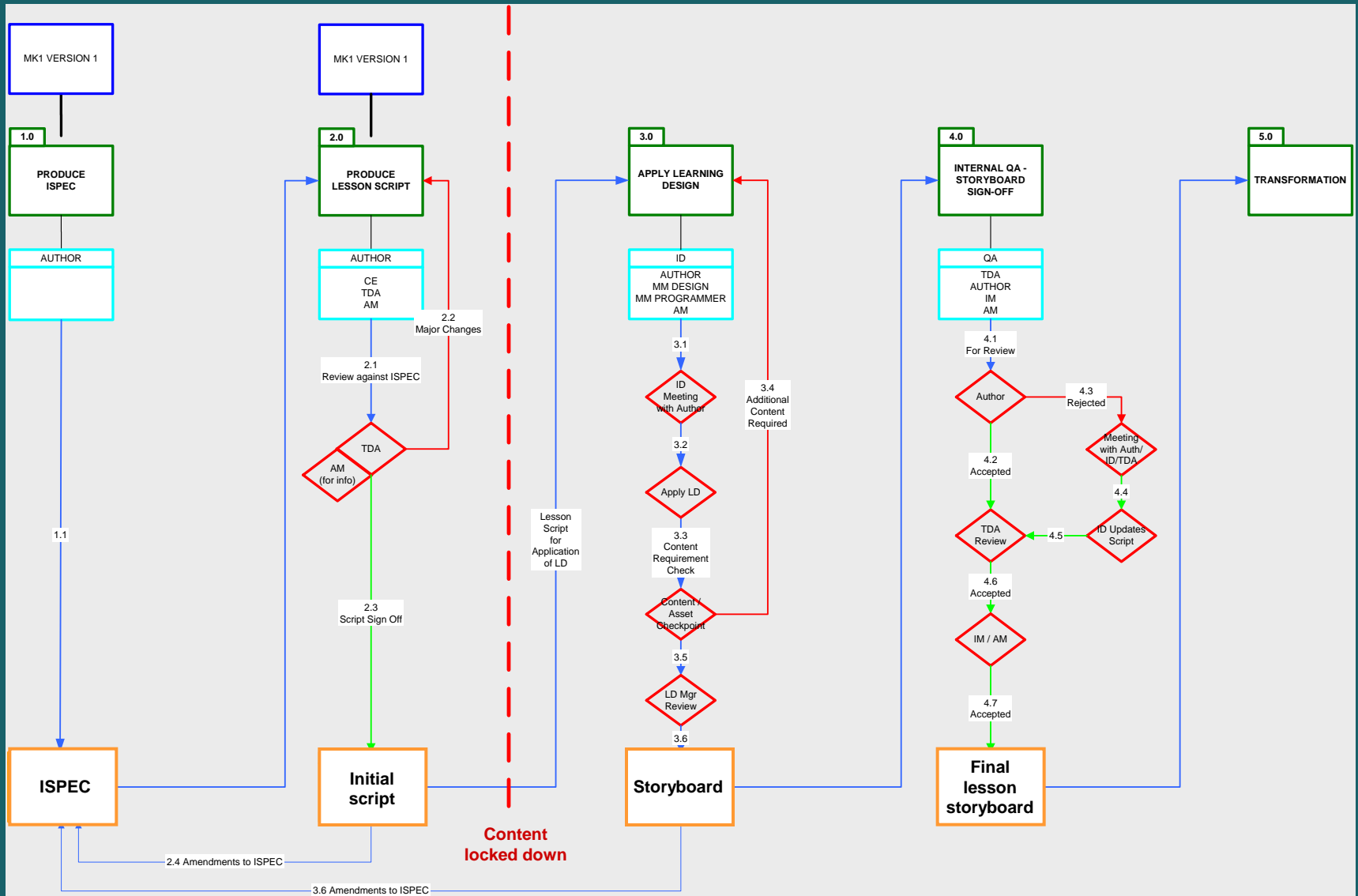
- Allowing for dyslexia and colour blindness increased number of pages by 30%
- Initial SME input typically required 4 hrs reading for a 30 min lesson – reduced through learning design and use of multimedia
- Distance learning made significant savings in study time (between 30% and 50% reduction from residential learning)

The Long-Term Solution (Macro)



Any of the above activities may take place in parallel. At any stage of the design process, the outcome may be revised in the light of experience as indicated by the anti-clockwise arrows. © Cranfield University 2007

The Long-Term Solution (Micro)



Lessons

- Vision → Project Management Plan
 - Risks and mitigation eg realistic trials, increments
 - Through-life approach
- Resources
 - Funding and everything it buys
 - Constraints (and opportunities)
 - ‘Hidden’ resource requirements especially:
 - SMEs: numbers, skills, experience (training required?)
 - Media eg pictures, video
- Project Management & Managing the Project
 - Communication
 - PM team: numbers, skills, experience (trg required?)
 - Unintended consequences

Recommend...

Education



Joint
Information
Systems
Committee

(<http://www.jisc.ac.uk/>)

Workplace



(<http://www.towardsmaturity.org/>)

MK Current Issues – Input?

- Technical
 - Update look and feel for 156 lessons
 - Get away from multiple choice
 - Serious games in summative assessments
 - Web 2.0 / social learning.
- Culture
 - Self-directed learning
 - Support within units



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This picture is hyperlinked to the full diagram on-line, or cut and paste the URL below

http://www.olkg.org/web/guest/wikis?p_p_id=36&p_p_lifecycle=1&p_p_state=exclusive&p_p_mode=view&p_p_col_id=column-1&p_p_col_count=1&_36_struts_action=%2Fwiki%2Fget_page_attachment&p_r_p_185834411_nodetd=10247&p_r_p_185834411_title=Course_Design&p_r_p_185834411_title=Course_Design&_36_fileName=CourseDesign.pdf