

34ISMOR : Training for Analysts - 1 Hour Discussion Group held on 19/7/17

Three topics for Discussion:

- What skills and knowledge do we need as analysts ? (What ?)
- What type of experiences could be considered as training for analysts ? (How?)
- Identify an experience which really made a difference to you e.g. improving your skills/knowledge or assisting your career. What type of experience was it ? Why did it make a difference ?

Record of Discussion

What ?	How ?
Consultancy: Being able to capture the brief, Understand the problem, Engage with the customer, Identify what they should be asking for	Experience Some modules are included in Masters Degree – but there is no substitute for experience
Research into relevant domains / Understanding the military environment	Personal research & on the job research – need to be curious
	Visiting Front Line Commands and Operational Bases
	Discussions with Military customer/ User / stakeholder
	Attending Military Judgement Panels
Ability to review personal progress / development	Keeping a journal of personal learning experiences (Often done for Chartership or other formal Qualls)
	Often supported by employer processes e.g. Formal reviews of achievements vs objectives, and development needs
Problem solving skills / Structured thinking	A mindset – Analysts need to ask ‘why ?’ and be comfortable with unbounded problems. Recruitment challenge rather than training.
Knowing Analytical methods, Ability to recognise types of problem and select appropriate methods	Masters degree in OR or other formal education – but still need refresher training and practical experience
Solution / Method design, Knowing how and when to iterate	Practical experience on the job - Managers need to create a ‘safe environment’ in which people can learn
	Being able to tap into existing relationships and knowledge
	Mentoring
	Shadowing, Observing
	Guidance from more experienced team member
	Conducting a supporting role
	Having opportunities to develop own style
Picking up techniques from other disciplines	
Project Management. Basic understanding essential to be able to scope and plan tasks. Need to be able to communicate with the project manager.	Courses for PM fundamentals. Additional training covering the organisation’s way of doing things
Teamwork. Ability to work in cross-disciplinary teams. Understand the different roles within a study. Know who does what. Ability to build trust	Team building activities.
	Understanding different personality types.
	On the job learning: how other disciplines contribute and the language and techniques they use.

What was the Experience ?	What was the Benefit ?
Being thrown in the deep end: (1) attending project management meetings (2) leading an international meeting at short notice	Confidence in own ability Learnt to apply problem solving skills in a different way
Being given responsibility	Confidence, Knowing you are trusted, Opportunity to demonstrate you can do it, Motivation / personal investment / getting more out of the role
Analysis wasn't accepted	Desire to understand V&V, Helped focus own ambitions which then led to a leadership role.
Conducting an unfamiliar role (business development) in an unfamiliar domain	Broadened experience Learning 'what you are' and 'what you are not'
Being part of an internal audit team	Opportunity to find out what others are doing and why Being an expert in something (and being sought out for that expertise)
Being part of a project management team	Understanding of the end to end business process
Shadowing a senior person	Understanding the wider organisational enterprise
Visiting Front Line Commands / Trials / Exercises	Practical, physical awareness of issues Understanding of trial planning/timescales (Note: Analyst experience is not the same as the operator experience who is fully trained for the situation)
Underlying themes : Understanding different perspectives, and learning that other people are different to you	