

Thirteenth Air Force

Integrity - Service - Excellence

Operational Perspective – *Observations from a Warrior Analyst*



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13 AF/A9

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Report Documentation Page

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Purpose

- Provide some observations and lessons on being a warrior analyst
- Provide insight/further the discussion on what operators need from us

Recipe for a Warrior Analyst

“Take the obvious, add a cupful of brains, a generous pinch of imagination, a bucketful of courage and daring, stir well and bring to a boil.” - Bernard Baruch



Agenda

- My analyst background
- Audience Participation
- What's the difference between being a "Warrior" analyst and just an analyst
- Observations from the field
- Discussion topics



My Analyst Background

Disclaimer: I am an analyst, not an operator.

Background

- PhD in Ops Research
- Tour as an Air Staff Analyst (1998-2001)
- Tour as a CENTCOM (Joint) Analyst (2001-2004)
- Tour as an AFIT Asst. Professor (2004-2006)
- Tour as an PACAF (Air Component) Analyst (2006+)



Audience Participation

■ Home of the Warrior Analyst



(A)



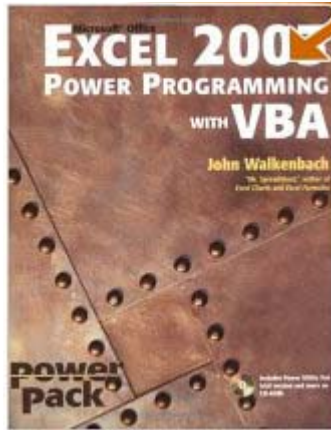
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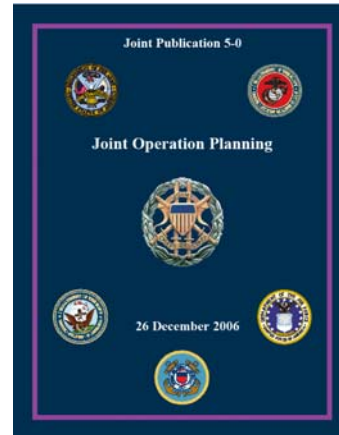


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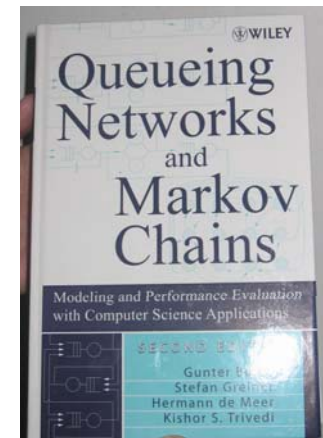
■ Mandatory Reading for the Warrior analyst



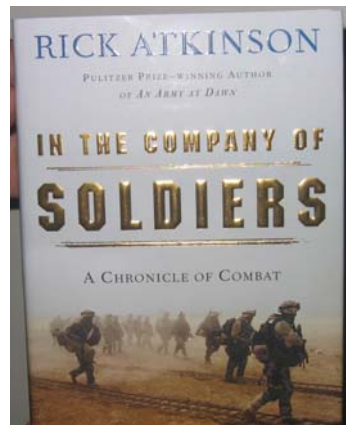
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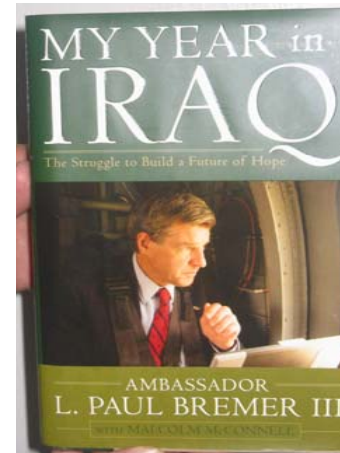
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Audience Participation

■ Character Traits of Warrior Analyst

(A)



(B)



(C)



(D)



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Differences between a Warrior Analyst and an Analyst

- “Quick-Turn” is the norm
 - Timelines for analysis are very short
 - Implementation doesn’t wait on analysis let alone quantitative analysis
 - 50%/60% solution is good enough
- Focus of analysis is problem definition
 - Most problems are ill-defined
 - Ability to identify the problem and offer reasonable alternatives for solving them must be your strength
 - Clean, voluminous data is not the norm



Differences between a Warrior Analyst and an Analyst

- **Ability to become an operator (for most, at least become a planner)**
 - **Have to earn the operator's/planning staff's confidence**
 - **Sometimes have to do “nug” work**
 - **However, ... you are there to provide analytic rigor**



Observations from the Field

- **“I was there to provide rigor (generally quantitative) to problem solving and decision making processes.”**
- **“Many operators are capable of solving their problems without an analyst, but it is surprising how few operators are capable of recognizing the problem in the first place and defining it properly.”**
- **“I provided the rigor of the scientific method to problem solving.”**
- **“I provided a credible audit trail from problem definition to problem solution.”**



Observations from the Field

- **“Don't expect to be using modeling techniques (LP, Simulation, and so on) on a daily basis, but do expect to apply problem-solving skills.”**
- **“Don't expect to have more than the MS Office package of tools to work with, but do expect to be more familiar with the capabilities of Excel than most.”**
- **“Mark it with a grease pencil and cut it with an ax.”**



Discussion Topics

- What worked in the field, what didn't
- Reachback successes and failures
- Lessons on overcoming data availability/quality issues
- What should an analyst's rucksack look like
- What additional education and training does a warfighting analyst need