# Learning Over Time: Using Rapid Prototyping, Generative Analysis, Experts, and Reduction of Scope to Operationalize Design

By John J. Marr

BiblioScholar. Paperback. Condition: New. 72 pages. Dimensions: 9.7in. x 7.4in. x 0.1in.Based on experiences with long-duration operations in Iraq and Afghanistan, the United States Army recognizes the need for commanders and their staffs to have new tools and ways of thinking to deal with complex problems. The specific approach the Army is advocating, as outlined in the capstone Field Manual FM 3-0, Operations and the soon-to-be released FM 5-0, The Operations Process (FINAL APPROVED DRAFT), is design. However, design solutions take time to build and implement (frame-test-reframe), while leaders at all levels are often under incredible pressure to act quickly. Additionally commanders and staffs are increasingly confused as to where design fits within the planning continuum. This monograph proposes that design provides commanders with an exceptional tool for military problem-solving, if focused and applied correctly. This means applying a design process as more than just a better way; to do mission analysis or a methodology for developing situational understanding. In short, a design approach, applied as a methodology that emphasizes a deliberate learning process to build understanding over time, instead of a process of in-depth analysis in support of decision-making, enables commanders to simultaneously prepare for the direction of immediate...

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