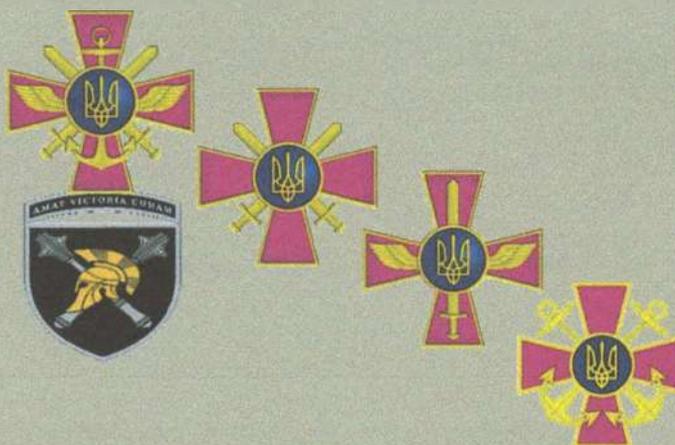




DOCTRINE

"ON THE STUDY AND IMPLEMENTATION OF EXPERIENCE IN THE ARMED FORCES OF UKRAINE"



SIE



June 2025

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This military publication is the second edition ВКП 7-00(01).01, replacing the one approved by the Chief of the General Staff of the AFU on June 30, 2020.

MAIN DIRECTORATE FOR DOCTRINES AND TRAINING OF THE GENERAL STAFF (J7) OF THE ARMED FORCES OF UKRAINE, IN CONJUNCTION WITH THE CENTER FOR OPERATIONAL STANDARDS AND TRAINING METHODOLOGY OF THE ARMED FORCES OF UKRAINE

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Prepared by: **MAIN DIRECTORATE FOR DOCTRINE AND TRAINING OF THE GENERAL STAFF (J7) OF THE ARMED FORCES OF UKRAINE, IN COOPERATION WITH THE CENTER FOR OPERATIONAL STANDARDS AND TRAINING METHODOLOGY OF THE ARMED FORCES OF UKRAINE.**

OP 7-162

APPROVED

Commander-in-Chief of the Armed Forces of Ukraine

General

Oleksandr SYRSKYI

“ ____ ” June 2025

DOCTRINE

**“ON THE STUDY AND IMPLEMENTATION OF LESSONS
WITHIN THE ARMED FORCES OF UKRAINE”**

(Registration note No. ____.)

“A recruit added to them (the old regiments) becomes a veteran soldier, since in an old regiment his experience equals that of three recruits in a new regiment.” —
General Ulysses S. Grant.

FOREWORD

The present defining doctrinal publication Doctrine “On the Study and Implementation of Lessons within the Armed Forces of Ukraine” (hereinafter — the Doctrine) was developed by a working group of officers of the Main Directorate for Doctrine and Training of the General Staff (J7) of the AFU together with the Center for Operational Standards and Training Methodology (COS&TM) of the AFU, and coordinated with the interested military command authorities (MCAs) of the AFU and structural elements of the General Staff.

The Doctrine has been prepared based on the trial application of the previous edition VKP 7-00(01).01 (approved 30 June 2020, outgoing No. 1928/NVGS of 03 July 2020). Taking into account comments and proposals regarding content and structure, the second edition OP 7-162 has been issued. The first edition VKP 7-00(01).01 is considered no longer applicable in the AFU.

The Doctrine reflects the combat experience of the Russo-Ukrainian war of 2022–2025 and defines the general procedure for organizing the study and implementation of lessons in the AFU, as well as the roles of MCAs and commanders (chiefs) at all levels. During a special period, the Doctrine may also be used by other components of the State’s Defence Forces.

Points of contact for issues related to this Doctrine are provided (J7 study & implementation section; COS&TM).

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The difficulty in understanding the Russians lies in recognizing that they belong not to Europe but to Asia, and therefore they think differently. We are no more able to understand the Russians than we are the Chinese or the Japanese, and—having extensive experience dealing with them—I must note that I have little desire to understand them, apart from gauging the amount of lead and iron that will be needed to destroy them. In addition to other Asiatic traits of their character, the Russians do not respect human life—they are sons of bitches, barbarians, and chronic alcoholics...

**General George S. Patton Jr.,
Commanding General, Third United States Army.**

INTRODUCTION

The study and implementation of experience in the Armed Forces of Ukraine (AFU) are carried out with the aim of identifying the patterns and trends in the development of military art and the practice of warfare, as well as formulating recommendations for commanders and chiefs on the comprehensive support, development, employment, and management of AFU troops (forces) and the Joint Defense Forces of Ukraine (JDFU).

The implementation of experience for the purposes of employment, training, support, and development of the AFU and the JDFU is ensured through the rapid (without loss of relevance) execution of the following measures:

- improvement of regulatory, legal, and doctrinal documents of the state's defense forces;

- optimization of organizational structures;

- enhancement and updating of troop (force) training;

- development of comprehensive support systems and the introduction of innovations;

- improvement of the content of military education and science;

- refinement of personnel support systems and infrastructure provisions;

- achievement of interoperability among military organizational structures.

The further development of the AFU system for studying and implementing experience is conditioned by the fulfillment of the initial NATO–Ukraine interoperability requirement IO 0009 “Lessons Learned” (reference 16).

1. GENERAL PROVISIONS

This Doctrine defines the general procedure for activities of military organizational structures in the study and implementation of experience. To ensure the execution of tasks (stages) related to Lessons Learned (LL), an **AFU Lessons Learned System (LL System)** is established. The LL System comprises the set of LL structural elements (designated officers) in Military Command Authorities (MCAs), units, organizations and institutions; standardized procedures (measures); organizational-planning, reporting and information documents and materials; and the enablers used while performing LL tasks.

1.1. Primary purpose of studying and implementing experience

1.1.1. The primary purpose of studying and implementing experience in the Armed Forces of Ukraine (AFU) is to increase the effectiveness of activities directed—within the powers established by law—at organizing and conducting measures for training, sustainment, development, employment and command-and-control of AFU forces and other components of the State’s Defence Forces, in order to defend the state and protect its sovereignty, territorial integrity and inviolability.

1.1.2. The process of achieving the LL System’s primary purpose consists in force generation and in ensuring the development of the Defence Forces’ joint capabilities based on the experience of their combat employment and management (development, training), and is carried out in stages.

Stage 1: Provision of data derived from experience of unit employment and command (development, training) to research institutions, educational establishments and training units (centres); and provision of data relating to sustainment and development experience to the respective AFU organizational structures that organize and conduct activities for development, preservation of unit combat readiness, training, and effective employment during the execution of combat tasks (intelligence, logistics, medical, morale-psychological support and sustainment, civil-military cooperation, etc.).

Stage 2: Research institutions, educational establishments and training units (centres) synthesize experience of combat employment and unit command (development, training) and submit proposals to MCAs, General Staff structural directorates, and LL organs of the services/branches regarding the development of joint capabilities by baseline components; the structural directorates responsible for

sustainment activities (intelligence, logistics, medical, morale-psychological support and sustainment, civil-military cooperation) synthesize experience in their respective areas and prepare proposals on the development of joint capabilities by baseline components. The synthesized information is submitted to LL organs at the appropriate levels (strategic, operational, tactical).

Stage 3: LL organs synthesize information received from structural directorates responsible for sustainment activities (intelligence, logistics, medical, morale-psychological support and sustainment, civil-military cooperation), from research institutions, educational establishments and training units (centres), and prepare proposals for the development of joint capabilities by baseline components; they organize the establishment of working groups to trial the proposals for capability development; and they coordinate and conduct the trials of those proposals.

Stage 4: Based on trial results, personnel directorates, defence-planning directorates and sustainment/service-support directorates approve the corresponding plans for the development of joint capabilities by baseline components and organize the implementation of the approved development plans.

1.1.3. The primary organisers of the study and implementation of experience are commanders and chiefs at all levels, who arrange and ensure the study of experience, the execution of appropriate measures (corrective actions) to implement lessons, and the dissemination of those lessons throughout their subordinate military organisational structures and personnel.

1.1.4. All personnel of the AFU participate in the LL process. Any service member of the AFU has the right to initiate the study of an issue that they consider important for subsequent implementation in practice.

1.1.5. The most important lessons learned—primarily combat lessons—and critically important lessons identified, which have yielded recommendations, require priority (immediate) dissemination to commanders at all levels and to personnel insofar as their further implementation is concerned.

1.1.6. A lesson is considered implemented when the expected (positive) result has been achieved in eliminating (or mitigating the impact of) the identified problem and/or when the positive change has been reproduced and disseminated across the relevant spheres of AFU activity.

1.2. Purpose and Key Tasks of the Lessons Learned (LL) System

1.2.1. The LL System is designed to collect, consolidate, and analyze information on problem areas or best practices, to identify their root causes and possible solutions (or means of repetition), as well as to disseminate and implement lessons within the activities of the Armed Forces of Ukraine (AFU). Its purpose is to increase the effectiveness of training, employment, and capability development of forces. The LL System defines effective methods and techniques for studying and implementing lessons within the AFU, thereby reducing the risk of repeating mistakes and increasing the likelihood of achieving positive results. In particular, it helps to decrease the probability of failure during operations (combat actions), reduce personnel and equipment losses, minimize resource expenditures required to improve performance, and ensure the development of the AFU within the shortest possible time.

1.2.2. The LL System ensures the execution of the following key tasks (by organic LL units):

- organizing the LL process in every military organizational structure;
- defining the role, place, functional responsibilities, authority, and subordination of organic LL personnel, as well as of heads of structural directorates, commanders at all levels, and officers designated as LL executors within military command authorities (MCAs), units (forces), higher military educational institutions (HMEIs), and other organizations and establishments;
- identifying problem areas in the training, employment, and development of the AFU during operations (combat actions), exercises (training), participation in international peacekeeping and security operations, daily activities, etc.;
- organizing the collection, consolidation, and analysis of information and determining the root causes of problems and ways to resolve them;
- forming *identified lessons*;
- developing recommendations for solving problem areas and defining measures for lesson implementation (corrective actions), as well as assigning responsible MCAs and executors;
- making decisions, planning, and conducting the required corrective actions for lesson implementation, including their validation;
- approving the implemented (validated) lessons;
- disseminating information on identified and implemented lessons;
- controlling (monitoring) the execution of all LL process procedures, especially the implementation measures (corrective actions);
- training personnel on LL matters;

- studying and promoting leadership practices of commanders (chiefs) at all levels and disseminating this experience across the AFU;
- monitoring and implementing innovations (participation in innovation activities);
- continuously updating LL databases with relevant content and information.

2. COMPONENTS OF THE LESSONS LEARNED (LL) SYSTEM TYPE OF THINKING AND MENTALITY

- maintain a comfortable social microclimate;
- encourage open discussion;
- develop the ability to debate constructively;
- do not fear speaking about problems and mistakes that have occurred;
- do not seek the guilty — focus on solving the problem instead...

Commanders (Chiefs) organize and ensure:

- the organization of the Lessons Learned process (ref. para 3.3.3);
- control over the execution of the LL Process;
- approval of lessons (ref. para 2.3.2);
- appointment of military command authorities and designated personnel responsible for studying and implementing experience.

The foundation of the LL System within the Armed Forces of Ukraine (AFU) (see Figure 1) consists of four main components:

- the organizational structure;
- the standardized LL process;
- personnel training in LL matters;
- the tools and means applied for implementing the standardized LL process.

2.1 Leadership and Thinking

The effectiveness of the LL System's functioning rests on a solid foundation — the readiness of commanders (chiefs, leaders) at all levels not only to exchange information but also to analyze it deeply, review mistakes and failures, and foster a culture of learning from experience, which supports the development of adaptive leadership.

A key condition for this is the creation of an environment in which commander-leaders and their subordinates feel responsible for discussing and applying lessons learned to improve the combat capabilities of their units.

2.1.1 Leadership in the Lessons Learned (LL) Process

Military leadership plays a decisive role in ensuring the effectiveness of the LL process. Commanders-leaders must not only direct the process but also serve as its driving force. The key leadership functions in this context include:

- **Creating a culture of open discussion of experience** – establishing conditions in which service members are not afraid to admit mistakes and can freely initiate their analysis and correction;
- **Ensuring feedback** – providing constructive comments on LL findings, discussing the decisions made, and evaluating their impact on the unit's combat effectiveness;
- **Developing critical thinking** – encouraging subordinates to analyze situations, assess risks and consequences of decisions, and cultivate the ability to ask the right questions;
- **Military mentorship and personnel development** – creating opportunities for the professional growth of service members, sharing experience, and shaping a new generation of leaders capable of effective self-learning;
- **Institutionalizing learning from experience** – integrating LL procedures into daily unit activities so that the analysis and application of acquired experience become an inherent part of force training.

Commander-leaders should act as initiators of LL, timely identifying critical aspects for analysis and implementation of corrective measures. They must formulate LL focus areas, approve LL plans, make decisions on the application of learned lessons, and promote the dissemination of best practices. They should **encourage and demand** that all personnel share experience and participate in the LL process.

2.1.2 Thinking in the Context of Learning from Experience

Thinking is a key element of the LL process. It involves not only the ability to analyze experience but also adaptability to change and initiative in finding solutions. LL approaches must be **bidirectional**:

- **Top-down**, where command initiates and coordinates the process, and
- **Bottom-up**, where subordinates actively contribute to the analysis and implementation of change.

Correct thinking in LL means:

- identifying critical problems, evaluating them, and considering possible solutions;
- preparing high-quality observations and entering them into the LL information and communication system;
- participating in LL-related activities;

- disseminating best practices among personnel and integrating them into daily operations.

To achieve open and constructive experience analysis within military collectives, it is necessary to apply the **After Action Review (AAR)** procedure (Annex 1 to this Doctrine), which enables objective self-assessment and helps avoid mutual accusations.

2.1.3 Experience as the Foundation of Military Leadership

Experience is a key factor in shaping and developing a competent military leader. It includes not only the knowledge, skills, and abilities acquired during service, but also actual combat experience, participation in exercises, training, and special operations, as well as a deep understanding of the practical aspects of military activity — including the use of weapons and equipment.

Every military leader must:

- learn from both personal and others' experience, developing skills of adaptive leadership and management;
- reflect the acquired knowledge and experience in their personal command and mentorship (coaching) style;
- use accumulated experience to improve their units and to train the next generation of leaders.

Thus, the interaction between **leadership and thinking** in the LL process forms the basis for enhancing combat readiness, developing a culture of learning through experience, strengthening leadership potential, and cultivating a new generation of military leaders within the Armed Forces of Ukraine.

2.2 Organizational Structure of the Lessons Learned (LL) System

2.2.1. The organizational structure of the LL System includes LL organs comprising two main categories of personnel:

- **Organic LL personnel** — members of LL units (departments, sections, or groups) responsible for:
 - organizing the implementation of the standardized LL process;
 - validating the results of collection, analysis, and synthesis of information (problem areas, best practices), identified and implemented lessons, as well as preparing and submitting them for approval;
 - organizing LL training for all personnel;
 - coordinating the work of subordinate LL units and temporary (mobile) LL groups;

- organizing meetings, conferences, assemblies, and seminars on studying and implementing experience, etc.
- **Officers of military command authorities (MCAs), units, and other institutions**, whose duties include assisting LL personnel in validating the results of data collection, synthesis, and analysis on defined problem areas, as well as organizing and monitoring the execution of LL process procedures.

2.2.2. The creation of the LL System’s organizational structure (see Annex 2 to this Doctrine) envisions the operation of LL organs at three levels:

- **At the strategic level:**
 - the LL Division within the Main Directorate of Doctrine and Training (J7) of the General Staff of the Armed Forces of Ukraine;
 - LL units within the Joint Forces Command, Logistics Forces, Support Forces, Unmanned Systems Forces, and Medical Forces of the AFU;
 - LL officers or working groups within the structural directorates of the General Staff and other MCAs subordinate to the Commander-in-Chief of the AFU.
- **At the operational level:** LL units within the commands of services and separate branches (forces), operational (air or regional) commands, army corps (and equivalents), and within Marine Corps and Naval Command (Navy) structures.
- **At the tactical level:** LL officers or working groups within military units; LL units within higher military educational institutions (HMEIs), training centers and schools (such as ONTC, NTC, NCPP, MCPP, MCTC), and other relevant institutions.

2.2.3. During operations (combat actions), the MCAs appoint:

- **LL units** within the headquarters of troop (force) groupings, with officers—serving in LL or other relevant directorates and possessing the required training—assigned as needed on a rotational basis;
- **Officers** within headquarters elements and military units responsible for organizing LL activities in their respective areas of responsibility.

2.2.4. In addition to the aforementioned LL units and officers, the LL process may also involve **temporary (mobile) LL working groups**, composed of representatives from: the structural directorates of the General Staff of the AFU, Joint Forces Command, Logistics Forces, Support Forces, Unmanned Systems Forces, Medical Forces, commands of services and separate branches (forces), and—if

necessary—representatives of HMEIs, research institutions, training centers, and professional communities.

2.2.5. Such LL working groups may be formed by decision of the Commander-in-Chief of the AFU, the Chief of the General Staff, commanders of services, separate branches (forces), the Joint Forces, Logistics Forces, Support Forces, Unmanned Systems Forces, Medical Forces, or operational (air/regional) commands and their equivalents.

The primary purpose of these LL working groups is to ensure **timely study of experience and control over its implementation**. Upon completion of their work, the senior officer of the group submits a report to the commander (chief) who authorized its formation.

2.2.6. To conduct comprehensive analysis of narrowly focused issues, **communities of interest (CoIs)** are established by LL subjects, consisting of **subject matter experts (SMEs)** in relevant domains. These experts participate in the study of experience through the standardized LL process tools. The LL subject that creates a community of interest is responsible for ensuring compliance with legal requirements on the protection of information exchanged within the community.

2.2.7. To achieve interoperability between the capabilities of the national Defence Forces and NATO, and to enhance the analytical capacity of the LL System, the **Ukraine–NATO Joint Analysis, Training and Education Center (JATEC)** was established.

The purpose of JATEC's creation is to **jointly develop the capabilities of Ukraine's defence and security sector together with NATO**, to achieve interoperability between Ukraine's security and defence institutions and those of the Alliance, and to improve the quality of education, analytical activity, and personnel training.

JATEC's activities are directed toward ensuring **operational compatibility between Ukraine and NATO**, supporting the development of transformation within both NATO and Ukraine in the fields of security and defence, crisis management, and cooperative security.

The functional areas of JATEC include:

- capability development;
- analytical activities;
- doctrines and concept development;
- training and education;
- lessons learned (study and implementation of experience).

All LL subjects and communities of interest may participate in JATEC's work with the approval of the General Staff of the Armed Forces of Ukraine. JATEC serves as a **platform for joint work** with LL structures of both NATO and partner nations.

2.3 Stages and Procedures of the Standardized Lessons Learned (LL) Process

The functioning of the LL System is carried out within the framework of the **standardized LL process of the Armed Forces of Ukraine** (see Annex 3 to this Doctrine), which is analogous to the NATO Allied Joint Lessons Learned Process, and consists of **two main stages**.

2.3.1. Stage One – Studying Experience

The first stage begins at the moment a problem (or success) is identified or when a plan for data collection is developed, and ends after the **approval of the identified lesson**, including a best practice.

2.3.1.1. During this stage, the following actions are performed:

- identification of a problem (or success);
- planning and conducting observations;
- consolidation and analysis of observation results;
- development of conclusions, determination of the root causes of problems, and identification of possible solutions;
- formulation of proposals (recommendations) for lesson implementation (application of corrective actions) and appointment of responsible officials or working groups to organize the required activities;
- approval of proposals (recommendations) on lesson implementation (corrective actions) by the commander (chief) of the relevant MCA or military formation.

2.3.1.2. Two primary methods of data collection may be used: **active** or **passive**.

- **Active data collection** is the most effective method and is conducted through observations, interviews, combat debriefings (surveys), questionnaires, and targeted data collection by working group officers during operations (combat actions), exercises, participation in international peacekeeping and security operations, daily activities, research, testing, or experimentation.
- **Passive (indirect) data collection** involves obtaining information from documentary sources, such as:
 - reports and documentation;
 - information and analytical materials;
 - planning data for exercises or research;

- open-source information;
- other data provided by participants of operations or exercises, as well as by instructors, lecturers, mediators, observers, or evaluators (e.g., debrief reports, survey materials, explanatory notes, reports, photographs, and video materials).

Passive collection requires participation of highly trained working group officers and is not limited by time, location, the level of training of the personnel interviewed, or specific operational conditions (remoteness, danger level, etc.).

2.3.1.3. Since information is received from various sources, in different formats and with varying quality, **preliminary verification** is necessary using defined selection criteria. The initial verification should provide essential details of the identified issue, with sufficient depth for further analysis.

The main **criteria for selecting information** for LL analysis are:

- **Validity** – authenticity and relevance of facts, ideas, goals, or principles that are important for the unit’s operational area;
- **Applicability** – suitability of information for use in practice;
- **Objectivity** – data supported by facts, studies, and analytical results;
- **Innovativeness** – initiation of systematic change and application of innovative approaches.

2.3.1.4. When selecting information, it is also necessary to assess both the **likelihood of events occurring** and the **degree of their impact** on achieving the expected result.

The **degrees of likelihood** are defined as follows:

- **Very high** – occurs frequently;
- **High** – occurs periodically;
- **Medium** – occurs occasionally;
- **Low** – does not occur, but may occur (isolated or one-time cases);
- **Very low** – almost impossible (no data available, the event does not occur).

2.3.1.5. Based on the assessed likelihood, the **degree of impact** is determined, for example:

- high probability of operation failure (loss of personnel, loss of military equipment, significant environmental impact);
- may affect task execution or impede the operation (severe injuries or illnesses, damage to military equipment, minor environmental impact);
- partially affects task execution, has an insignificant impact.

2.3.1.6. The results of observations are then **consolidated and analyzed**. The conducted analysis allows for the identification of the **root cause** of the detected problem. Once the root cause is understood, it is examined further, and measures to eliminate the cause (solve the problem) or improve the situation are determined.

2.3.2. Stage Two – Implementation of Experience

The second stage begins **after the approval of the identified lesson** and ends **with the approval of the implemented lesson**.

2.3.2.1. During this stage, the following actions are carried out:

- execution of the necessary procedures for decision-making and approval;
- development of a **Lesson Implementation Plan** by designated LL officers or working groups;
- execution of the required **measures (corrective actions)** for the implementation (application) of experience;
- evaluation of the **effectiveness** of the implementation measures (corrective actions) by the responsible LL officer or working group;
- monitoring of the implementation process by designated officials within MCAs, forces, and LL working groups;
- formulation and approval of **recommendations** based on the results of implementation (effectiveness assessment) for dissemination of best practices among MCAs and forces, and submission of **proposals for improvement of military equipment models**;
- submission of **proposals for amendments** to regulatory, doctrinal, guidance, and methodological documents;
- **approval of implemented lessons (best practices)** by the commander (chief) of the respective MCA or force.

2.3.2.2. An **identified lesson** is transformed into an **implemented lesson (best practice)** after the completion of corrective actions, provided that their **effectiveness is confirmed** (i.e., the problem has been resolved, objectives achieved, or desired outcomes reached).

2.3.2.3. The **Lesson Implementation Plan** defines the allocation of tasks, identifies the responsible personnel, and includes detailed justification of the required forces and logistical resources. The plan, if necessary, is coordinated with relevant MCAs and research institutions and is approved by the commander (chief) of the

respective MCA or force. The planned corrective actions are then communicated to the executors.

After executing the planned actions, the executors report to the commander (chief) on the implementation of experience. During this process, LL subjects monitor the execution of corrective actions. After approval, the **implemented lesson** is recorded (uploaded) by LL officers into the central **LL database (server)**.

2.3.2.4. The outcome of the second stage is an **implemented lesson (best practice)**. In addition, continuous **monitoring and control** of all LL process procedures—especially those related to the implementation of experience—are conducted, and the **results of the process are disseminated**.

Dissemination includes:

- information on identified problems and/or best practices;
- observations, results of synthesis and analysis;
- recommendations for implementing corrective actions;
- designation of responsible MCAs and personnel for planning and execution.

Ensuring the **timely delivery** of identified and implemented lessons, as well as other relevant information, to end users (MCAs, forces, higher military educational institutions, training centers, schools, and other establishments) for rapid integration into training, operational execution, and mission success, is one of the **core tasks** of the LL System.

2.4. Training of Personnel on Lessons Learned (LL) Procedures

2.4.1. The training of **dedicated LL personnel** and officers appointed as LL coordinators within command structures, military formations, institutions, and organizations (hereinafter referred to as *LL personnel*) is conducted at **three main levels**:

- **Basic LL Course** – for LL officers at the unit level; conducted by decision of the relevant service (branch) commanders through:
 - permanent LL training courses (based at designated higher military educational institutions, HMEIs),
 - LL training with the involvement of mobile training teams,
 - or foreign LL courses (subject to relevant agreements).
- **Advanced LL Course (Tactical Level)** – for heads (senior officers) of LL divisions in corps, operational commands (air/territorial), services, branches, forces, and other MCAs; conducted by decision of the **Chief of the General Staff of the AFU**.

- **Advanced LL Course (Operational Level)** – for senior LL officers at corps, operational commands, services, and branches; also conducted by decision of the **Chief of the General Staff**.

2.4.2. A key prerequisite for appointment to LL positions is the **successful completion of LL process organization courses (methodological LL courses)**.

Additionally, refresher training for LL personnel may be conducted every **2–3 years** to update knowledge, skills, and practical competencies.

Within higher military educational institutions (HMEIs) and specialized faculties, the LL process in the Armed Forces of Ukraine is studied as part of **professional military education**, with curricula updated in line with the development of the LL System.

2.4.3. To train commanders (chiefs) of organizational units within MCAs, forces, institutions, and organizations on LL topics — as well as to exchange experience, unify approaches, and enhance the qualifications of LL personnel — the following are organized by decision of the relevant senior officer:

- **Training seminars, round tables, briefings, and instruction sessions** on organizing the standardized LL process, discussing specific professional issues, exchanging and disseminating lessons learned;
- **Scientific and practical conferences**, symposia, and service meetings;
- **Workshops and demonstration training sessions** led by senior commanders, publication of information in military periodicals and organization of discussions;
- **Development of online distance-learning platforms** for LL education.

2.4.4. Training (and awareness) of all **Armed Forces personnel** on LL issues is carried out through **regular training sessions** as well as **individual (self-directed) study**.

2.5. Tools Supporting the Lessons Learned Process

2.5.1. The main tools that support the LL process include:

- computer networks and databases,
- information and communication systems (ICS),
- specialized software,
- printed and electronic LL publications,
- and digital information carriers.
-

2.5.1.1. Lessons and best practices are disseminated through:

- development and distribution of printed and electronic publications;
- preparation and submission of **LL reporting documents** according to the urgent reporting schedule;
- use of **information and communication systems**, specialized software, email, websites, databases, and portals.

2.5.1.2. Printed and electronic LL publications include:

- guidelines, manuals, handbooks, brochures, and instructions;
- periodical information bulletins, digests, and compilations;
- textbooks and training materials;
- monographs, academic papers, and conference abstracts;
- after-action review summaries and activity reports;
- research reports;
- analysis materials and video lessons.

2.5.2. Within the LL System, for the purpose of **experience dissemination** and **monitoring of process execution**, an **Information and Communication System (ICS)** for LL is established. To ensure its operation, a **dedicated staff unit** is created and maintained.

3. MANAGEMENT OF THE LESSONS LEARNED SYSTEM

3.1. General Management of the LL System

3.1.1. The **Main Directorate of Doctrine and Training (J7)** of the General Staff of the Armed Forces of Ukraine is the **primary coordinating authority** responsible for achieving LL objectives.

J7 is tasked with organizing the LL process, improving and developing the LL System, coordinating and overseeing the study and implementation of lessons learned across all operational and educational structures of the Armed Forces — including MCAs, forces, HMEIs, training centers, and research institutions.

3.1.2. Within MCAs and forces, general management of the LL process is carried out by **commanders (chiefs)** at all levels. In HMEIs, training centers, and schools, management is performed by the respective heads of institutions.

The **immediate organization and leadership** of LL activities are carried out by the **deputy commander** (or deputy for training/education), or other appointed officials.

3.1.3. To ensure effective operation of the LL System, **service- and branch-specific LL instructions** are developed within each command to account for operational particularities and to detail procedures for LL implementation at the **strategic, operational, and tactical (brigade-battalion)** levels, as well as within educational and training institutions.

3.2. Subjects of Lessons Learned Activities

3.2.1. The following entities are recognized as subjects responsible for the study and implementation of lessons:

- structural divisions of the **General Staff of the AFU**,
- the **Joint Forces Command** and MCAs subordinate to the Commander-in-Chief,
- designated research institutions,
- the **National Defence University of Ukraine**,
- **JATEC**,
- commands of services and branches of the Armed Forces of Ukraine,
- operational commands (and equivalents),
- command and control bodies of troop (force) groupings,
- higher military educational institutions and research centers,
- **Training and Methodological Centers (TMCs), Training Centers (TCs), Preparation Schools**, and military units.

3.2.2. An indicative **distribution of powers among LL subjects by levels** is provided in **Table 1** (not included in this extract).

Table 1. Indicative Distribution of LL Responsibilities

LL Level	GS, JFC of the AFU	Command of Service / Branch (Force)	Operational Command (Air / Territorial, Equivalent)	HMEIs, Military Education Units (Tactical Level)	Training and Methodological Centers (TMCs)	Training Centers / Schools	Military Unit
Strategic	Organizer, Executor	Organizer, Executor	—	Participation	—	—	—
Operational	Organizer	Executor	Participation	Participation	Participation	—	—
Tactical	Dissemination to Others	Organizer, Executor	Participation	Participation	Participation	Participation	Participation
Brigade	Dissemination to Others	Organizer, Executor	Participation	Participation	Participation	Participation	Participation
Battalion	Dissemination to Others	Organizer	Participation	Participation	Participation	Participation	Participation
Company	Dissemination to Others	Organizer	Executor	Participation	Participation	Participation	Participation
Platoon	Dissemination to Others	Organizer	Executor	—	Executor	Executor *	Participation
Squad	Dissemination to Others	Organizer	—	—	—	Executor *	Participation
Soldier	Dissemination to Others	Organizer	—	—	—	—	Participation

Note: * Individual training within the squad structure.

Definitions and Distribution of Responsibilities within the LL System

Organizer — a unit responsible for organizing:

- the LL activities of subordinate units (or designated officials) who act as executors;

- the LL work of military educational institutions on consolidating identified lessons and integrating them into personnel training;
- the coordination among executors regarding the flow of information, procedures for processing it, and implementation into training;
- the dissemination of relevant information to all interested MCAs, control bodies, institutions, and military units (subunits).

Executor — a unit (or official) of the LL structure responsible for organizing and carrying out the implementation of LL process activities.

Executors may be appointed separately according to:

- **level** (strategic, operational, tactical),
- **type or branch** of the Armed Forces,
- **stage** of the LL process (study or implementation),
- **training component** (combat, logistical, medical, etc.).

The LL Process is Divided into the Following Directions (Table 2):

1. **By Services and Branches of Forces** — For example, the **Command of the Unmanned Systems Forces** of the Armed Forces of Ukraine organizes LL activities on the application, management, support, development, and training of units, personnel, and specialists, as well as on countering enemy UAV systems across all AFU units and commands.
2. **By Levels of Command and Control** — Structural divisions of the **General Staff of the AFU** and the **Joint Forces Command** organize the study of lessons at the “**force grouping**” level, while service and branch commands manage lessons at the “**specialist-to-brigade**” level.

3.

Table 2. Indicative Distribution of LL by Directions

Direction	Main Executors	Application and Command	Combat Support	Development	Training
Operations	GS (J3, J5, J7)	JFC, KOS	JFC, KSV, KPS	JFC, KSV, KPS	GS (J7)
Combat	JFC, KSV, KPS	JFC, KSV, KPS	JFC, KSV, KPS	JFC, KSV, KPS	GS (J7)
Air Defence	JFC, KPS, KSV	JFC, KPS, KSV	JFC, KPS, KSV	JFC, KPS, KSV	GS (J7)
Engineering	KOS, KSV	KOS, KSV	KOS, KSV	KOS, KSV	GS (J7)
Signals	KSS, J6	KSS, J6	KSS, J6	KSS, J6	GS (J7)
EW	KREB, KSS	KREB, KSS	KREB, KSS	KREB, KSS	GS (J7)
UAV Systems	KBS, KSS, KSV	KBS, KSS	KBS, KSS, KSV	KBS, KSS, KSV	GS (J7)
Cyber Operations	J6, KSS	J6, KSS	J6, KSS	J6, KSS	GS (J7)
Reconnaissance	J2, KSS	J2, KSS	J2, KSS	J2, KSS	GS (J7)
Logistics Support	J4, KSS	J4, KSS	J4, KSS	J4, KSS	GS (J7)
Medical	J8, KMS	J8, KMS	J8, KMS	J8, KMS	GS (J7)
Morale & Psychological	KMP, KSS	KMP, KSS	KMP, KSS	KMP, KSS	GS (J7)
Civil-Military Cooperation	KCIMIC, KSS	KCIMIC, KSS	KCIMIC, KSS	KCIMIC, KSS	GS (J7)
Personnel	J1, KSS	J1, KSS	J1, KSS	J1, KSS	GS (J7)
Enemy Counteraction	J2, KSS	J2, KSS	J2, KSS	J2, KSS	GS (J7)

3.3. MANAGEMENT AND ORGANISATION OF THE LESSONS LEARNED (LL) PROCESS

3.3.1. The main measures for directing the LL process are: the assignment (or clarification) of tasks by commanders (chiefs) for organizing LL for the training year (planning period); practical implementation of planned measures in subordinate military organisational structures with concurrent adjustment based on control results; review and, if necessary, amendment of the procedures and methods used by the relevant leaders in LL matters; focused preparation of commanders (chiefs, leaders) at all levels to develop their individual capacities to organise the LL process as a whole; delegation of authority to the relevant officials for leading the LL process and defining their responsibilities; continuous improvement of the database and timely introduction into practice of the latest perspectives, forms, methods and means of training; and ongoing synthesis of best practices and their timely incorporation into the activities of military organisational structures.

3.3.2. Leadership of the study and implementation of lessons is carried out according to the following distribution of responsibilities:

- The **Commander-in-Chief of the Armed Forces of Ukraine** (through his deputy in accordance with the distribution of responsibilities) formulates LL policy (principles) and annually sets the requirements for it.
- The **General Staff of the Armed Forces of Ukraine**:
 - organises and conducts LL at the strategic and operational levels (J3 — employment, J4 — sustainment, J5 — development, J7 — training, J2 — enemy; all structural directorates participate);
 - develops the doctrine and instruction for studying and implementing lessons and monitors their execution (J7).
- **Military governance bodies of the AFU subordinate to the Commander-in-Chief**:
 - organise, plan and conduct LL relating to employment, sustainment, development and training within their respective remit;
 - participate in operational- and strategic-level LL of the national defence forces of Ukraine.
- **Commands of services and branches (forces) of the AFU**:
 - organise, plan and carry out LL on employment, sustainment, development and training within their service/branch and concerning the enemy;
 - participate in operational- and strategic-level LL of the national defence forces.

- **Commands responsible for service/branch training (training directorates):**
 - organise and carry out LL on training;
 - participate in LL on employment, sustainment and development within the service/branch and at the operational and strategic levels.
- **Joint Forces Command:**
 - carries out LL on employment of the national defence forces at the tactical, operational and strategic levels;
 - participates in LL on sustainment, development and training of national defence forces and of the enemy.
- **Control organs of other defence components:**
 - organise, plan and carry out LL on employment, sustainment, development and training within other elements of the national defence forces and with respect to the enemy;
 - participate in operational- and strategic-level LL of the national defence forces.

3.3.3. Organisation of LL

Organisation of LL consists of defining:

- requirements for the LL system;
- LL tasks within the given military organisational structure;
- the working algorithm to perform the stages of the standardised LL process within the military organisational structure;
- authorities for executing LL tasks between structural directorates of the military organisational structure and other LL subjects;
- the principal tasks of the LL unit of the military organisational structure;
- the procedure for information exchange between LL units within the military organisational structure;
- the procedure for making amendments to the LL algorithm;
- metrics for the effectiveness of the LL System functioning within the military organisational structure;
- the procedure for monitoring compliance with the LL algorithm within the military organisational structure.

3.3.4. LL for Training (including lessons from enemy training)

The aim of LL for training (and studying enemy training) is to improve training content in optimal timeframes while increasing the rate and depth of learning.

This aim is achieved by:

- optimising training programmes and plans;

- introducing innovations into training methodology;
- enhancing the material and technical base;
- improving the methodological skills of instructors and teachers.

Forms of LL for training (and lessons from enemy training) include:

- holding scientific and practical conferences on training experience;
- conducting videoconferences (meetings);
- distributing materials from exercises, training events and classes;
- developing video lessons (training films);
- studying training experience obtained abroad, etc.

3.3.5. Analysis of Conducted Actions

Based on the outcomes of completed activities, reports and summaries (notifications) are developed or refined. These are sent to higher operational and administrative bodies according to the chain of command and are used as the basis for the *after-action review (AAR)* procedures conducted by commanders and leaders.

Commanders and heads of military organisational structures are obliged to carry out the procedure of analysing conducted actions.

The analysis procedure may be **general or partial** (covering specific areas, categories, or tasks) and can be **formal or informal**, depending on the format of its execution.

During the analysis of actions, it is important to highlight **creative and initiative-based solutions**, especially those that address new aspects of military art. Equally important is the comparison of results achieved by different commanders and military command bodies (headquarters).

The analysis procedure has significant **educational, developmental, and scientific-practical value**. It promotes broad-mindedness, critical thinking, self-reflection, and active engagement, while fostering **trust and collaboration** among service members. It should be **creative in nature**, organically combining in-depth theoretical assessment with the concrete practical experience of personnel actions.

The procedure for analysing conducted actions is applied both **during training activities** and **in combat conditions**. It serves as a **dynamic link** between the completion of a task and the extraction of lessons learned from it.

Commanders may use the information obtained during the analysis of conducted actions to **evaluate task performance quality** and to plan **future operations**, correcting identified shortcomings and applying the best practices.

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 General Staff of the Armed Forces of Ukraine (J7)
 Major General

Ihor Palahniuk

MAIN TERMS AND DEFINITIONS

After Action Review (AAR) – a method of analyzing problem areas after completing any task, action, or event by verbally discussing with key participants what was planned, what actually occurred, and the reasons for successes and failures, followed by providing recommendations to improve performance and enhance effectiveness.

Combat Interviewing (Survey) – a systematic process of collecting, analyzing, and summarizing information from military personnel who have participated or are participating in combat operations, with the aim of studying and implementing combat experience to improve training, planning, and operational effectiveness.

Validation – the process of confirming compliance or granting legitimacy; a procedure that provides a high level of confidence that a particular process, method, or system will consistently produce results that meet pre-established acceptance criteria.

Experience Analysis – one of the key stages of the Lessons Learned process, during which standardized procedures are conducted to study ways of resolving issues or repeating best practices whose implementation will lead to improved methods of task execution or operational performance within the Armed Forces of Ukraine (AFU). The analysis begins with developing a plan for collecting information on problem areas or with the start of observations and concludes after approval of an identified lesson, including potential best practices.

Lesson Identified (LI) – a conclusion drawn from a detailed study of a specific issue or best practice, defining root causes and consequences of a particular problem; the necessary corrective actions to eliminate or prevent its recurrence, or to mitigate its effects; and recommendations for appointing responsible military authorities and individuals to plan and execute corrective measures. An LI is the main outcome of information analysis on a given issue.

Lesson Learned (LL) – a conclusion on solving a specific problem based on an identified lesson, where an implementation plan has been executed and its effectiveness verified and confirmed, resulting in improved performance. An LL is the main result of the Lessons Learned implementation process.

Experience Implementation – one of the key stages of the Lessons Learned process, during which standardized procedures are performed to carry out corrective actions (best practice implementation) in relevant areas of AFU activity, based on thoroughly studied problems or successful practices and developed recommendations. This stage begins after the identified lesson is approved and ends after the implemented lesson is validated.

Experience – a combination of lessons, knowledge, abilities, and skills gained through practical activity; what has previously occurred and been encountered. Experience can be both positive and negative.

Subject Matter Expert (SME) – a specialist possessing appropriate knowledge, skills, and expertise in resolving issues or implementing best practices in a specific area. SMEs may belong to other components of the security and defense sector, other branches of national economy, civil sector, or partner armed forces (in compliance with national regulations on information security and classified data).

Lessons Learned Report – a written document reflecting both positive and negative experiences of a unit (formation, institution, etc.) or individual personnel over a defined period. Such documents usually include identified and implemented lessons, results of observations, analysis, generalizations, and recommendations for corrective measures and responsible authorities or personnel. Lessons Learned reports can serve as historical reference material for units and personnel preparing for similar tasks or operations.

Infrastructure – a complex of interrelated support structures or facilities that form the foundation for system functioning.

Monitoring – a system of continuous observation of phenomena and processes in the environment and society, the results of which are used to substantiate management decisions ensuring human and object safety.

Negative Experience – experience of mistakes, losses, failures, defeats, or unfulfilled tasks.

Interview – a method of gathering information about the subject under study. It can be direct (oral) or indirect (written, via questionnaires).

Lessons Learned Office – an organizational unit or designated officer responsible for implementing the standardized Lessons Learned process within a military structure and coordinating actions of all involved stakeholders.

Best Practice – a technique, process, or method recognized as the most effective way to perform a given activity based on adaptability, reproducibility, and immediate applicability compared to other successful approaches.

Priority Dissemination and Implementation of Critical (Combat) Lessons – a process by which critically important lessons and corrective actions identified during analysis are immediately disseminated to relevant personnel for timely study and application. The main goal is to enhance combat capabilities, preserve lives, and improve operational effectiveness of the AFU.

Good Practice – experience of success, achievements, and effective task execution or problem resolution.

Lessons Learned Portal – an information and communication system (ICS) or a set of ICSs designed for storing, tracking, and sharing information, as well as supporting all related Lessons Learned functions.

Issue – a subject area related to a specific problem that requires information collection, analysis, decision-making, and corrective actions to eliminate or mitigate recurrence.

Lessons Learned Program – a set of planned activities to study and resolve specific issues and improve performance through formalized procedures of the standardized Lessons Learned process.

Lessons Learned Process – a sequence of systematic actions applied to collect, analyze, and summarize information on problems or best practices, determine root causes, and identify solutions or replication strategies, as well as to disseminate and implement experience during AFU operational and training activities.

Recommendation – a proposed corrective action intended to solve a problem or improve performance, derived from observations or analysis of a specific issue.

Mobile (Working) Lessons Learned Group – a temporary unit established for rapid study of lessons and monitoring implementation, which may include representatives of operational commands, units, military academies, training centers, and other organizations.

Lessons Learned System – a set of methods, techniques, and organizational structures applied to execute standardized Lessons Learned procedures.

Community of Interest (CoI) – a group of professionals in the same field sharing common interests and engaging in specialized development in that domain. Members have expert-level knowledge and skills in resolving specific issues or implementing best practices. CoIs may include representatives of the defense and security sector, other industries, civil organizations, and partner nations (in compliance with applicable laws on information protection and confidentiality).

Observation – a research method involving active, systematic, and targeted study of a problem. Observations encompass all findings and data gathered, including short descriptions of problems or best practices. Based on observation analysis, conclusions and recommendations are developed for corrective actions.

Lesson – experience from which conclusions can be drawn to improve performance; a solution to a studied or analyzed problem. Lessons can be identified or implemented. They may arise from any AFU activity: daily operations, combat missions, training, experiments, etc. Conclusions drawn from negligence, dereliction of duty, or violation of procedures are **not** considered lessons.

Regular Unit – a unit operating within an approved organizational structure of a formation, unit, or institution established under joint orders or directives of the Ministry of Defense and the General Staff of the Armed Forces of Ukraine.

Other terms used in this Doctrine correspond to definitions given in the *Provisional Doctrine on the Use of National Defense Forces* (Order No. 124/DSK, General Staff of the AFU, 31.03.2020) and in other national and NATO regulatory documents.