About the Contributors

Susan McIntyre is the Director, (Science and Technology) Knowledge and Information Management for Defence Research and Development Canada, where she is responsible for corporate information management and technology, knowledge transition, and publishing. Previous to holding this position, she spent 10 years as Knowledge Manager for the Canadian Safety and Security Program, which is dedicated to finding science and technology solutions for domestic security challenges. Ms. McIntyre’s KM interests are in meta-organizational learning, lessons learned in whole-of-government initiatives, and building communities. Her information management interests include tools for managing organizational memory. She takes a holistic approach to KM, which involves a balance between the creation, capture, and use of both tacit and explicit forms of knowledge. Ms. McIntyre has a MLS degree from the University of Alberta.

Kimiz Dalkir has a PhD in Educational Technology from Concordia University, an MBA and a BSc from McGill University. She is an internationally recognized expert in transfer and retention of critical knowledge. Dr. Dalkir has worked in the field of knowledge transfer for 17 years. As Global Practice Leader, KM for DMR/Fujitsu Consulting, she designed and developed KM systems for clients in Europe, Japan, and North America. Since 2002, she is a professor of Knowledge Management at McGill University at the School of Information Studies where she pursues research in intellectual capital management, knowledge taxonomies, and communities of practice in diverse types of organizations. Kimiz wrote Knowledge Management in Theory and Practice (2005, Elsevier; 2nd ed. MIT Press, 2011) which has had an international impact on KM education and on KM practice and has been recently translated into Korean and Farsi.

Perry Paul is an accomplished Business Analyst, Organizational Learning Consultant, Exercise Planner, and a former Canadian Forces Officer. He has led the development of lessons learned processes within the Canadian Forces and with other Canadian Federal Government departments. Among his major lessons learned accomplishments are the development and implementation of the lessons learned process, used by the Canadian Forces in partnership with other security agencies, for the Vancouver 2010 Olympic and Paralympic Games, and the 2010 G8/G20 conferences. Perry Paul was a key contributor to the development of the Canadian Forces Lessons Learned program. He completed major research on the subject for the completion of his Masters Dissertation, rooted in Lessons Learned processes, titled “Developing a Learning Organization: The Issues and Challenges in Governmental and Other Large Organizations” for the University of Liverpool 2007. Perry Paul is a security and defence professional with more than thirty years of experience in the defence and security management fields. He has worked
with the Canadian Forces in both national and international environments on various major defence and security events, and disaster responses.

**Irene Kitimbo** is a doctoral candidate in the School of Information Studies at McGill University. She currently conducts research with for-profit and non-profit organizations to optimize learning from and across projects. Irene’s research interests include: organizational learning, qualitative evaluation and research, and knowledge translation. Prior to enrolling in the doctoral program, Irene graduated from McGill’s ALA accredited Master of Information Studies program with a concentration in Knowledge Management. She has worked as a business librarian, project coordinator, information assistant, teaching assistant, and research assistant in such organizations as Export Development Canada, Alliance Quebec, World Wildlife Fund for nature, and the McGill School of Information Studies.

* * *

**Dan Ashcraft** (CAPT, USN, Ret) is the A9L Lessons Learned Chief at HQ Pacific Air Forces, Joint Base Pearl Harbor Hickam (JBPHH), Hawaii. The PACAF/A9 Directorate provides responsive and relevant decision support at the operational and strategic levels through analyses, assessments, and Lessons Learned (L2) to sustain and improve air, space, and cyberspace power across the full spectrum of operations in the Asia-Pacific region. Mr. Ashcraft manages the planning, coordinating, and execution involved in the collecting, reporting, and dissemination of lessons learned for Headquarters Pacific Air Forces. Mr. Ashcraft has previously held positions as a SPAWAR DoD Civilian (Dept of Navy: YD-1515, Operations Research Analyst) at U.S. Pacific Command (PACOM) where he was assigned to J35 Future Operations Division, as a Crisis Action Officer and subsequently a Project Manager for J36 and J63. He is a graduate of Oklahoma State University with a 1975 B.S in Engineering Technology and a 1981 M.S. in Industrial Engineering. He is a SME Certified Manufacturing Engineer, Society of Manufacturing Engineers (SME).

**Peter Avis** was born in Kingston, Ontario. He joined the Canadian Armed Forces (CAF) and went to the Royal Military College to complete an Honours BA in English and Philosophy. In Canada’s Navy, he commanded a Halifax-class warship and a Naval squadron, was seconded to the Privy Council Office, was appointed to the Board of Inquiry for Detainees in Afghanistan, and earned his Masters degree in International Affairs. He published his thesis as a book: *Comparing National Security Approaches to Maritime Security in the Post 9/11 Era*. In July 2008, Peter retired from the CAF and joined as a civilian senior consultant with the Ottawa-based consulting firm Lansdowne Technologies Inc. He has been with Lansdowne for six years now and, as a full partner in the business, enjoys mentoring middle-level leaders across several departments. His focus as a consultant is his business practice line entitled Professional Development and Exercises.

**Saša Baškarada** is a Social Scientist at the Australian Defence Science and Technology Organisation (DSTO), and an Adjunct Research Fellow in the School of Information Technology and Mathematical Sciences at the University of South Australia. He is an experienced researcher and information systems professional who has published widely on a range of topics.
Mellisa Bowers currently works for the Australian Government as the Lessons Manager at the Australian Civil-Military Centre, Canberra. Her main focus is on the Australian whole-of-government lessons management process incorporating multiagency civil-military-police lessons from both conflict and disasters overseas. This involves close stakeholder engagement with Australian and international governments, non-government and other international organizations. At the operational level, Mellisa works with national and international after action review teams to identify lessons from desktop reviews, exercises and real world events. At the strategic level, Mellisa focuses on the dissemination, implementation and policy of lessons across all levels of the Australian government. Prior to her current role, Mellisa worked in Defence preparedness, assurance and evaluation for the Department of Defence. Mellisa will commence her Masters degree in 2015.

Pierrette Champoux has a PhD and a Master of Geodesic Sciences (mapping and geographical information systems option) respectively obtained at Laval University in 1997 and 1991 and a Bachelor of Applied Science (Surveying option) obtained in 1983. As part of her doctoral thesis, she combined practice and research by developing a rapid prototyping tool and methodology to support the work of counselors and users in the definition of business processes. She has 31 years of experience in several private companies in project management, business architecture, knowledge management, lessons learned, computer science and geomatics. Some of her work focuses on the reuse of knowledge in different contexts such as training, task support and the operation of the doctrine of the Canadian Forces. She was the project and research leader in the development of “collaborative” environmental concepts such as the Knowledge Management System for lessons learned of the Canadian Armed Forces. When Dr. Champoux wrote the book chapter, her objective was to transfer and share her knowledge to help organizations in the implementation of their knowledge management and/or lessons learned processes and technologies.

Gwen Cherne is currently the Civil-Military-Police Program Manager for the Australia Civil-Military Centre, Canberra. Prior to moving to Australia, she spent three years in and out of Afghanistan, working with USAID’s LGCD S/E project with DAI, the United Methodist Committee on Relief, and the Afghan Women’s Network in the southern, central and eastern regions. Gwen later became a Senior Trainer/Subject Matter Expert and Manager for Curriculum and Training at IDS International, where she developed curriculum and trained military and civilians. Her career working in the US, Australia, Afghanistan, Africa, Central and South America, and the Caribbean has focused on stability, relief, and development for youth, women and families living in crisis and extreme poverty. Previously, at the New York Nativity Center, she co-founded a school for low-income children and restructured the organization. Gwen has a Masters degree in Public Administration with a concentration in International Policy from the NYU Robert F. Wagner School of Public Service.

Jason Cromarty completed his Bachelor of Engineering (Aerospace) at the Royal Melbourne Institute of Technology University in 2009. Mr. Cromarty joined the Defence Science and Technology Organisation (DSTO) at the beginning of 2010 where he conducted technology systems analysis. In 2012, Mr. Cromarty deployed for seven months to the middle-east as a DSTO operations analyst. In this role, Mr. Cromarty conducted operational campaign assessment and lessons learned analysis. Since 2012 Mr. Cromarty has been a member of the DSTO embedded research and liaison team at Headquarters.
About the Contributors

Joint Operations Command where he continues to conduct and advise on operational lessons learned, assessment, and evaluation.

**Ian Fry** has over 40 years’ IT experience, graduating to Knowledge Management after 2000 where he has been responsible for award winning KM/IT projects in Australia. Since 2008 he has been working with Emergency Services organizations on Lessons Learned Systems. He has been a speaker at National Conferences and is co-convenor of Adelaide KM. Knoco is a worldwide group of Knowledge Management experts. Ian was responsible for the development of the Lesson Management Hub. More details of the Lessons Management Hub can be found at [www.lessonlearner.com](http://www.lessonlearner.com).

**Ditte Kolbaek**’s passion is learning, and this passion has led her to pursue a number of educational qualifications and an unusual career. This year she will finish her Ph.D. study which builds on her experiences from seven years as Manager of Organizational Learning in Oracle, EMEA (Europe, Middle East and Africa). In this role she developed an educational design for organizational learning called Proactive Reviews which she implemented in more than 40 countries in EMEA. An important part of the implementation was to train facilitators to initiate and conduct Proactive Reviews. She trained more than 300 facilitators over the years. She authored the book *Proactive Review: How to Make your Organization Learn from Experience*, which was published in 2012. She holds a Master Degree in Information Technology and Learning, a BA in Economics and Marketing, and a BA in Teaching. She is also a trained IT System Developer.

**Nick Milton** is director and co-founder of Knoco Ltd, with 21 years history working in Knowledge Management. Working with Knoco Ltd, Nick has been helped develop and deliver KM strategies, implementation plans and services in a wide range of different organizations around the globe. He has a particular interest in Lessons Learned programs, and has managed major lessons capture programs, particularly in the area of mergers and acquisitions, and high technology engineering. He is the author of *The Lessons Learned Handbook* (Woodhead Publishing, 2010) and *Knowledge Management for Teams and Projects* (Chandos Publishing, 2005), and co-author of *Knowledge Management for Sales and Marketing* (Chandos Publishing, 2011) and *Performance through Learning: Knowledge Management in Practice* (Elsevier, 2004). Prior to founding Knoco, Nick spent two years at the centre of the team that made BP the leading KM company in the world, acting as the team Knowledge Manager, developing and implementing BP’s knowledge of “how to manage knowledge,” and coordinating the BP KM Community of Practice. Nick blogs most days ([www.nickmilton.com](http://www.nickmilton.com)) and can be found on Twitter (@nickknoco).

**Ian Nicholls** served 39 years in the Canadian Armed Forces as an Army logistician. His employment included operational and staff positions in Canada, the United States, Europe, the Middle East, Central America and Cuba, and South America. He has published two works on Canadian/Mexican military relations. His post military experience was focused on change management in government, strategic transport, international cooperation and knowledge management. In the latter, he served as a consultant
to DND in analyzing lessons learned from domestic operations as well as developing key learning modules for the national security preparations for the 2010 Winter Olympics held in Vancouver, Canada.

**Mark D. Reid** (Lt Col, USAF, Ret) is a member of the technical staff of the MITRE Corporation and the Technical Advisor for the Director of Studies & Analyses, Assessments, and Lessons Learned (PACAF/A9), Pacific Air Forces, Hickam Field, Hawaii. Reid has held positions within the Operations Research community with the Office of the Secretary of Defense, HQ US Air Force, US Strategic Command, US Air Force Major Commands, and numbered air forces. He has taught in the Operations Research Department of the US Air Force Academy, for the University of Phoenix, and the University of Texas at San Antonio. He is a 1979 graduate of the Air Force Academy with a Bachelor of Science degree in Operations Research, a 1982 graduate of the Air Force Institute of Technology with a Master’s Degree in Operations Research, and a former member of the Board of Directors of the Military Operations Research Society.

**G. E. (Joe) Sharpe** served in the Canadian Forces (CF) for 36 years in operational, instructional and joint staff positions, including several command tours. He was the inaugural Commandant of the CF School of Aerospace Studies and Wing Commander of 17 Wing Winnipeg. He graduated from RMC, the Aerospace Systems Course, the CF Command and Staff College and National Defence College. BGen Sharpe was seconded for a year as a senior fellow with the Canadian Institute for International Peace and Security. He chaired the Croatia Board of Inquiry and the Special Review Group commissioned to exam issues surrounding CF leadership during the Croatia deployments. Post retirement he served as the deputy chair of the Afghanistan Detainee Board of Inquiry. BGen Sharpe was a special advisor to the CF/DND Ombudsman, and a Board Member with the Canadian Defence Association Institute and Thales Defence Systems (Canada). BGen Sharpe was the Honorary Colonel for the CF School of Aerospace Studies and was appointed the Colonel Commandant of the Military Police Branch in January 2011.

**Jamie Watson** joined the Royal Australian Navy in 1988 as a midshipman at the Australian Defence Force Academy. After graduating with an honours degree in Maritime Engineering he proceeded to sea where he served in a number of ships before qualifying as a Principal Warfare Officer. Upon joining DSTO in 1998, he contributed to the research of amphibious operations and was later appointed as the first lead analyst of the Maritime Operational Analysis Centre. Jamie has held the position of scientific adviser to various senior Australian Defence Force Officers in Australia and in an operational context. A life time learner, Jamie continues to expand his own skills and has completed Masters degrees in both Technology and Urban Planning.