

## YDD Actionable Statements

1. NATO must evaluate its Human Capital processes for hiring and retraining. While Artificial Intelligence (AI) and Machine Learning (ML) are important, large organizations are increasingly struggling to access best practices as they incorporate data analytics and advanced Modelling and Simulation (M&S). Additionally, NATO must retrain people to think differently and accept that practicing to fail is normal.
2. NATO needs to carefully assess programming bias in analytics and modelling. As an Alliance of Nations, NATO should establish best practices to make artificially intelligent machines free of human biases. The Alliance needs to ensure that data collected and used is as rich and diverse as possible using synthetic language processing and analytics that remove human biases.
3. NATO needs to rethink its contracting and acquisition processes. Adopting an MVP (Minimum Value Product) approach when using new tools derived from AI/ML has great value – especially as small innovative companies are organized to work with the client to spirally develop tools and technology.
4. NATO needs to develop the capability to ensure effective data preparation to assist decision-making. To do so, the Alliance needs to develop a common framework that can lead to a common operational picture.
5. NATO needs to develop advanced analytics in support of decision-making. This is essential in today's time-compressed sensitive and complex environments.
6. NATO must strengthen partnerships with the industry to develop capability in support of assisted decision-making. This is important because data technology and the information domain are no longer dominated by governments and military, but by the private sector that continues to innovate and evolve systems and capabilities that governments are dependent upon.
7. NATO needs to exploit visualization of data to provide leaders with an accurate depiction of today's complex environment that is tailored to the needs and requirements of the decision-maker.