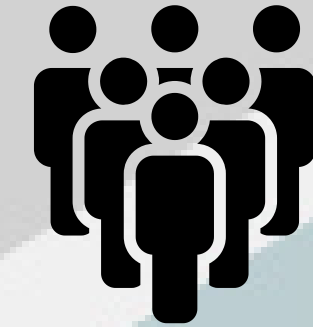


ROB'S MODIFIED SPECIAL FORCES DECISION MAKING PROCESS

1. Determine WHO will be part of the process (highly believable or SMEs), WHO will lead the DM process, and how much time you have for each step below (backwards plan).
2. Issue/Problem Statement (what's the issue? Are we DM or Problem Solving?)
3. Define Desired Outcome (who, what, when, where, why but NOT how.
4. What are the FACTS?
5. What are your ASSUMPTIONS? Sometimes you have to make assumptions up front to continue (our leadership will give us up to \$500 to make this happen). These become questions that you want to answer as quickly as possible and change into Facts, Requirements, or Constraints.
6. What are the SPECIFIED requirements?
7. What are the IMPLIED requirements?
8. What RESOURCES are available? (incl. time to decide/implement)
9. What are our CONSTRAINTS? (what CAN'T we do)
10. Restate your End in Mind to include new information and GET IT APPROVED by higher.
11. Develop Criteria (Suitable, feasible, acceptable, distinguishable, complete)
12. Brainstorm initial broad Courses of Action (COA); no less than 3 different COAs - 2 of them from different sources (not you).
13. Break up into smaller teams to fully develop the most promising COAs from above (3 at most).
14. Wargame the COAs (look for weaknesses)
15. Compare COAs using an Analysis Matrix and weight the most important requirements.(give each box a number, higher is better)
16. Conduct a "Gut Check". Sometimes a COA gets the best number or is considered t be "the best" but still doesn't feel "right." DON'T ignore this feeling. It means that you have failed to identify a critical requirement OR you have incorrectly weighted other requirements.
17. Choose Best COA or take parts from all COAs to create a 4th.

➤ STEPS IN BLACK DO EVERY TIME

➤ STEPS IN BLUE WHEN IT'S REALLY IMPORTANT



Give guidance so each team's plan will be distinguishable from the others. Usually during brainstorming you will discover some different methods or resources to use. Here is where you let them flush it out.

Separate the teams and do NOT let them interact while they are developing their COA



**Go for GONZO!
No Constraints !**

	COA 1	COA 2	COA 3	Notes/ weighting
Req 1				
Req 2				
Req 3				
Req 4				
Etc...				