

# Decision Making Template

- Use for EVERYTHING...not just special occasions
- Integrate it into your Squadron/Group/Wing SOPs
- Use it in exercises, drills, meetings
- Practice, Practice, Practice

# 10 Easy Steps

- Receive and **Understand** the Mission
- Specified Tasks
- Implied Tasks
- Brainstorm for Ideas
- Develop Courses of Action
- Elimination Criteria – Go/No Go
- Evaluation Criteria – X is better than Y
- Weight your Criteria
- Evaluate each Course of Action
- Implement and Supervise the Best – TWEAK!

# Receive/Understand the Mission

- Receive the Mission from Higher
- Repeat the Mission Back to the Commander
- Clarify Hazy or Unclear Points EARLY
- Ensure you are Pointed in the Right Direction
- Ensure Subordinates and Staff Understand the Mission and Commander's Guidance

# Specified Tasks

- Those Tasks that are Clearly Delineated in the Order or Command
- “Begin at 0800”
- “Wing HQ Classroom”
- “Use 3 – CAP Aircraft”
- “Provide 4 hours of Training”

# Implied Tasks

- What do you Have to do to Make Each Specified Task Work?
- “Use 3 – CAP Aircraft”
  - Have Aircraft at Wing HQ
  - Fuel
  - Crews
  - Move AC from Home Station
  - Back up for Down AC

# Brainstorm for Ideas

- Use Individual Thought Time AND Group Think for Ideas
- NO BAD IDEAS
- Scribe Records All
- When Complete – Group Similar Ideas
- Develop Courses of Action w/5Ws

# Develop Courses of Action

- Flesh out 5Ws to have a word picture which clearly delineates how the course of action will play out.
- 3 – 5 COAs are Ideal
  - Less than 3... no choice
  - More than 7...hurts your head
- **NO Throw-away COAs!**

# Elimination Criteria

- These are GO / NO GO Reasons
- Can be any Criteria; However, These Apply to Each COA Individually
  - Cost: Can not cost more than \$1000
  - Time: Can not take more than 4 hrs
  - Distance: Can not fly more than 400 miles
- Any That do not Meet Elimination Criteria are GONE

# Comparison Criteria

- These Compare Between COAs
- Must be Quantifiable
  - Time, Space, Distance, Value
- Must Have a Stated Value
  - More is Better
  - Cheaper is Better
- Must be Universally Understandable

# Weight Your Criteria

- 1-5 – One is Worst and Five is Best
- Keep it Standard
- Not all Criteria are Necessarily the Same Value (but May Be)
- Build Your “Evaluation Table”

# Evaluate Each Course of Action

- Next Few Slides Run Through the Process
- Pick a Subject and Try it
- Good for ANYTHING...
  - New Car
  - Wing Personnel
  - Squadron Activities
  - Present for your Spouse
  - ~~Next Spouse~~

# Step One – Receive Mission

MISSION: Hold Awards Board at XX Wing HQ, July 16, 2005

Receive Mission/Understand: Questions that might be asked:

- a. What time? 1000 hrs
- b. Board/Paper? All Members of Awards Board to Attend
- c. What is End State? All Proposed Awards Considered and Recommendations to Chief of Staff

**RESTATED MISSION: Hold Awards Board at XX Wing HQ, at 1000 hrs, July 16, 2005. All Awards Board members to attend, And recommendations to be forwarded to Wing Chief of Staff.**

# Step Two – Specified Tasks

**RESTATED MISSION:** Hold Awards Board at XX Wing HQ, at 1000 hrs, July 16, 2005. All Awards Board members to attend, And recommendations to be forwarded to Wing Chief of Staff.

## **Specified Tasks:**

1. Hold Awards Board
2. At Wing HQ
3. 1000, 16 JUL 2005
4. All Board Members Present
5. Forward Results to COS

# Step Three – Implied Tasks

## **Specified Tasks:**

### **1. Hold Awards Board**

- Notify Squadrons/Groups for Nominations
- Set Deadline

### **2. At Wing HQ**

- Coordinate to Use Building
- Deconflict Weekend Activities

### **3. 1000, 16 JUL 2005**

- Get on Calendar for Room

### **4. All Board Members Present**

- Notify Members

### **5. Forward Results to COS**

- Coordinate for Delivery (mail?)

# Step Four – Brainstorm Ideas

1. All meet night before and stay overnight
2. Teleconference
3. Video Conference
4. On-Line Chat Conference
5. All meet morning of Meeting
6. Mail Conference – Review Packet and Rate at Home

# Step Five – Develop COAs

1. All meet night before and stay overnight
2. Teleconference
3. Video Conference
4. On-Line Chat Conference
5. All meet morning of Meeting
6. Mail Conference – Review Packet and Rate at Home

COA 1 – Meet at 1000, those driving long distance can stay overnight (1 and 5 combined)

COA 2 – Teleconference

COA 3 – Video Conference

COA 4 – On-Line Chat Conference (Yahoo)

COA 5 – Mail Conference – Review Packets at Home

# Step Six – Elimination Criteria

1. Board Must Be Present (physically or cyber) to vote and conclude on 16 JUL 05

COA 1 – Meet at 1000, those driving long distance can stay overnight (1 and 5 combined)

COA 2 – Teleconference

COA 3 – Video Conference

COA 4 – On-Line Chat Conference (Yahoo)

~~COA 5 – Mail Conference – Review Packets at Home~~

# Step Seven – Evaluation Criteria

	<i>FACE TIME</i>	<i>EASE OF DOCS</i>	<i>TRAVEL TIME</i>	<i>SYSTEM INTEG</i>	TOTAL
COA 1					
COA 2					
COA 3					
COA 4					

COA 1 – Meet at 1000, those driving long distance can stay overnight (1 and 5 combined)

COA 2 – Teleconference

COA 3 – Video Conference

COA 4 – On-Line Chat Conference (Yahoo)

# Step Seven – Evaluation Criteria

Meet at 1000  
Teleconference  
Video Conf.  
On-Line Chat

		FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1	4					
COA 2	2.5					
COA 3	2.5					
COA 4	1					

FACETIME – Meeting as a group is BETTER

COA 1 – Gives Face Time – BEST

COA 2 and 3 same – (add 2 + 3 / 2 = 2.5 each

COA 4 is worst... no real interaction

# Step Seven – Evaluation Criteria

Meet at 1000  
 Teleconference  
 Video Conf.  
 On-Line Chat

		FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1		4				
COA 2		2				
COA 3		2				
COA 4		2				

EASE OF DOCS – Not having to Mail or Email Documents is BETTER

COA 1 – BEST ... all in one place

COA 2, 3 and 4 Tie...either have to mail or email

(1+2+3 = 6 / 2 = 2 each

# Step Seven – Evaluation Criteria

Meet at 1000  
Teleconference  
Video Conf.  
On-Line Chat

		FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1				1		
COA 2				3.5		
COA 3				2		
COA 4				3.5		

TRAVEL TIME – Less is BETTER

COA 2 and 4 are Best (can do from home) =  $4 + 3 / 2 = 3.5$

COD 3 requires going to video conf site = 2

COA 1 requires going to WG HQ = 1

# Step Seven – Evaluation Criteria

Meet at 1000  
Teleconference  
Video Conf.  
On-Line Chat

		FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1				4		
COA 2				1.5		
COA 3				3		
COA 4				1.5		

SYSTEM INTEGRITY – More is BETTER

COA 1 Easiest to maintain control of documents – Best - 4

COA 3 Documents could be shown on camera – Next Best - 3

COA 2 and 4 require mailing or email/fax – LEAST  $1+2/2= 1.5$

# Step Seven – Evaluation Criteria

Meet at 1000  
 Teleconference  
 Video Conf.  
 On-Line Chat

	FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1	4	4	1	4	13
COA 2	2.5	2	3.5	1.5	9.5
COA 3	2.5	2	2	3	9.5
COA 4	1	2	3.5	1.5	8

**SCORES ADDED  
 WITHOUT BENEFIT  
 OF WEIGHTING  
 THE EVALUATION  
 CRITERIA**

FACETIME – Meeting as a group is BETTER

EASE OF DOCS – Not having to Mail or Email Documents is BETTER

TRAVEL TIME – Less is BETTER

SYSTEM INTEGRITY – More is BETTER

# Step Eight – Weight Criteria

Meet at 1000  
Teleconference  
Video Conf.  
On-Line Chat

	FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL
COA 1	4	4	1	4	13
COA 2	2.5	2	3.5	1.5	9.5
COA 3	2.5	2	2	3	9.5
COA 4	1	2	3.5	1.5	8

**EVALUATION  
CRITERIA  
WEIGHTED  
BY IMPORTANCE  
WITHIN OVERALL  
PLAN**

4      1      2      3      ←

FACETIME – Being together is deemed VERY IMPORTANT

EASE OF DOCS – This is not considered a problem

TRAVEL TIME – Travel time is a consideration but not very important

SYSTEM INTEGRITY – The second most important point.

# Step Eight – Weight Criteria

Meet at 1000  
Teleconference  
Video Conf.  
On-Line Chat

	FACE TIME	EASE OF DOCS	TRAVEL TIME	SYSTEM INTEG	TOTAL	
COA 1	4	4	1	4	13	1ST
COA 2	2.5	2	3.5	1.5	9.5	2ND
COA 3	2.5	2	2	3	9.5	2ND
COA 4	1	2	3.5	1.5	8	4TH

**RECOMPUTE  
SCORES BY  
MULTIPLYING  
INITIAL SCORE X  
WEIGHT**

4      1      2      3      ←

NEW SCORE:

COA 1     $16 + 4 + 2 + 12 = 34$     1<sup>ST</sup>    THE WINNER!  
 COA 2     $10 + 2 + 7 + 4.5 = 23.5$     2ND  
 COA 3     $10 + 2 + 2 + 9 = 23$     3RD  
 COA 4     $4 + 2 + 7 + 4.5 = 17.5$     4TH

# Implement / Supervise / Tweak

- No Plan EVER Survives First Contact
- Always have a Backup Plan
- Positive Leadership Causes Plans to Work
- Be Flexible in Execution
- Don't be Afraid to Change if the Plan or the Environment Changes
- Lead from THE FRONT!