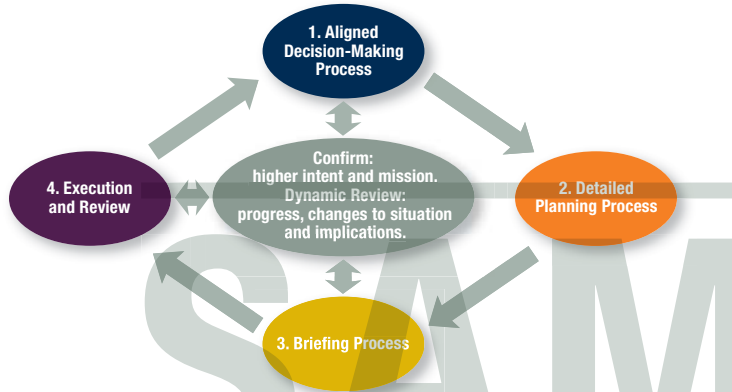
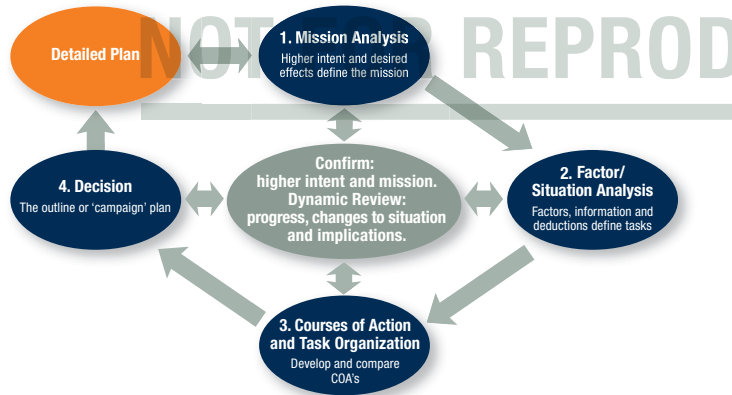


Strategy to Reality



The Appreciation Process: Aligned Decision-Making



The Appreciation Process: Aligned Decision-Making

Mission Analysis

Involvement of all stakeholders in this stage will enable alignment to and ownership of the mission.

- Leader's Intentions (2 up): End-state, Desired Effects, Purpose, Strategy.
- Essential Tasks: Specified and implied → concurrent activity.
- Constraints and Freedom of Action.
- Time and Space (max of 1/3 of time used for planning at your level).
- Changes to the Situation – monitor during execution.
- State your Mission – 'to do *action* in order to achieve *purpose*.'

Factor/Situation Analysis

Utilise the expertise of subject matter experts in this stage.

- List the factors that affect achieving the mission.
- Analyse the factors by saying "So what?"; "Therefore?" to form deductions. A factor is anything that affects the problem, task or opportunity. Separate deductions from assumptions, and make deductions from deductions.
- Assessment of tasks and priorities.

Identify the Courses of Action and Task Organization

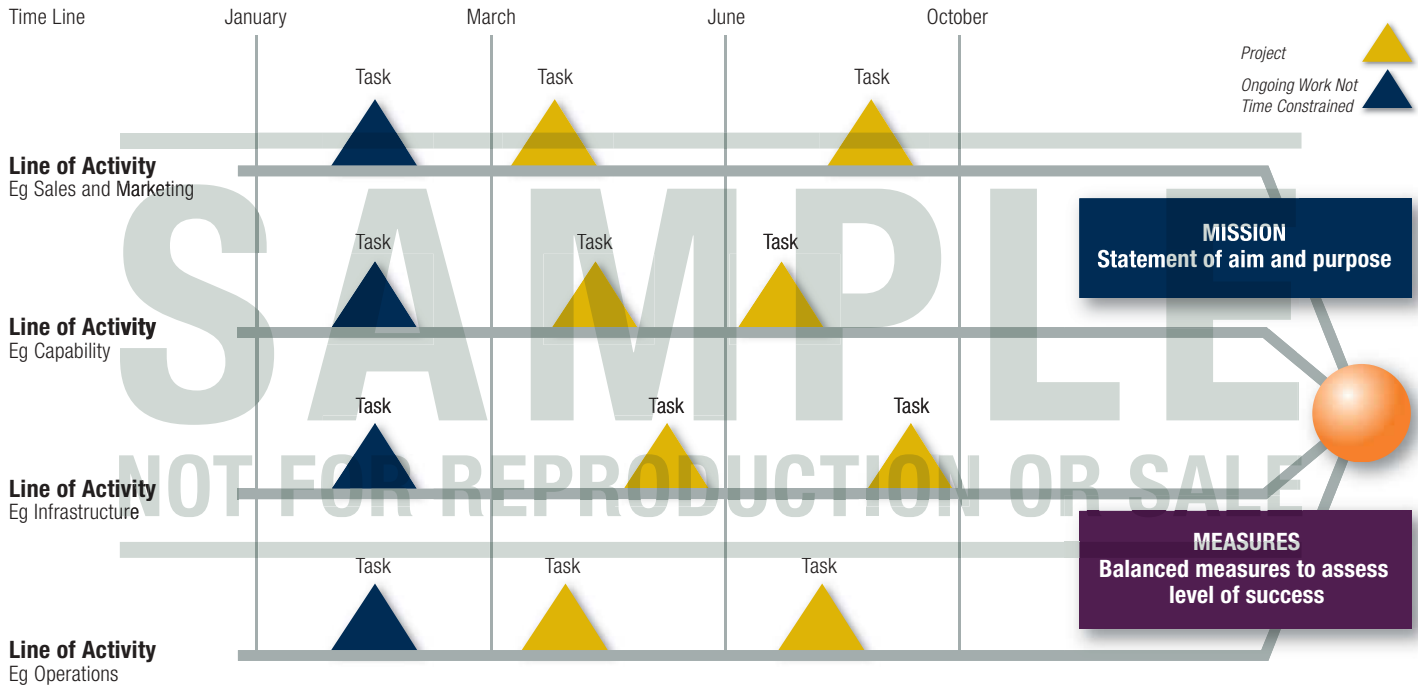
Utilise the expertise of your team members in this stage.

- Identify the different options or complete courses of action open – how the mission may be achieved. This includes the grouping and sequencing of tasks.
- Compare advantages and disadvantages of different COAs.

The Leader's Decision

- Selection of the COA that best achieves the mission.
- Involvement of team members in the decision stage depends upon:
 - (Confidential) Information of higher intent that the leader alone knows
 - Time
 - Leader's expertise
 - Importance of 'teamwork'
 - Importance of decision
 - The nature of the subject under discussion
 - Team members' ability.
- Brief those involved and affected.

Example Visual Project / Campaign Plan



'Lines of Operation' reflect structure and/or key functions. Each line has an accountable leader. Triangles represent projects or logical groupings of smaller operational tasks, each with an accountable leader.

Each 'line' and 'task group' will be subject to aligned decision-making, detailed planning and briefing by its leader.