



Phase 1: Define the Desired End State

An Desired End State is a clear description of the environment that exists at the successful completion of the project.



Phase 1 - Desired End State
First Desired End State

On Behalf of: _____

For: _____

Priority: _____

On Behalf of the organization: _____

Location and date of issue: _____

Last updated: _____



Phase 1 - Desired End State
Clarify the Future Situation - Desired End State

Identify the current situation of the system or process to be planned. Then describe the current state, all strategies in place, resources and staff.

Current Situation:

What is the current situation of the system or process?

What are the current strategies in place?

What resources are currently available?

What staff are currently assigned to the system or process?



Highly Functioning Team

In order to create and operate a Highly Functioning Team you must master the following:

- Individual Performance
- Team Performance
- Tactical Planning

Tactical Planning Facilitator Certification

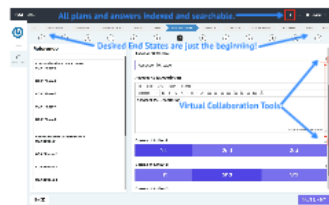
- Learn how to leverage the power of the Tactical Planning Cycle process
- Learn the Leadership and Management secrets of the Navy SEALs
- Learn the personal performance hacks of the Navy SEALs
- Gain access to the Tactical Planning Cycle Software

Tactical Planning Cycle

Learn how to plan like a Navy SEAL.

- Turn Confusion into Clarity
- Turn Conflict into Cohesion
- Turn Anxiety into Confidence

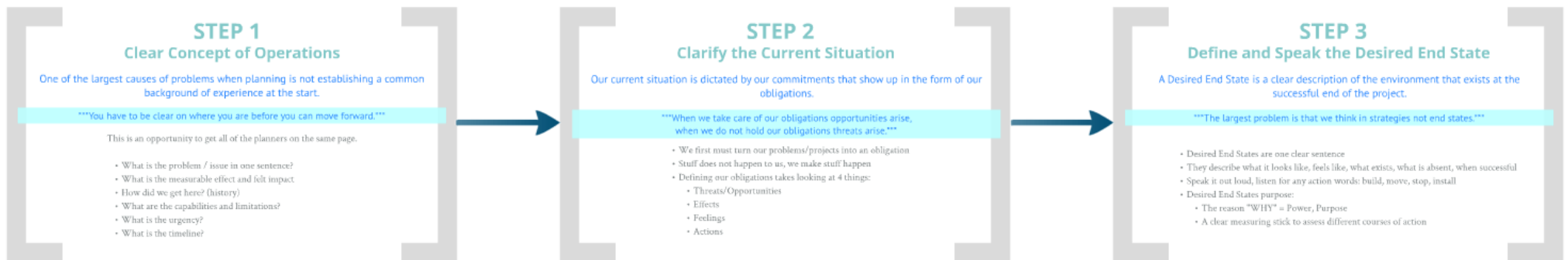
Contact us at planning@sealedmindset.com
Visit us at www.tacticalplanningexpert.com





Phase 1: Define the Desired End State

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Phase 1 - Desired End State Clarify the Future Situation - Desired End State

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STEP 1

Clear Concept of Operations

One of the largest causes of problems when planning is not establishing a common background of experience at the start.

*****You have to be clear on where you are before you can move forward.*****

This is an opportunity to get all of the planners on the same page.

- What is the problem / issue in one sentence?
- What is the measurable effect and felt impact
- How did we get here? (history)
- What are the capabilities and limitations?
- What is the urgency?
- What is the timeline?



MAIN



Playbooks

1

2

3

4

Reference

No data pulled forward

Problem / Project

In this section, we are defining the project or problem that we are working through this planning process to solve. Start by succinctly defining the problem or the project.

Define the problem or project:

File Edit View Insert Format

Paragraph B I S A A [Icons]

Project / Problem

2 WORDS POWERED BY TINYMCE

Effect and Impact

When thinking about this problem, what observable effects does it cause?

If we are implementing a project, what are the observable effects of not implementing this project?

This should provide clarity on WHY we are solving this problem or implementing this project.

What is the observable EFFECT of this problem?

AND

What is the felt IMPACT of not completing this project?

File Edit View Insert Format

BACK

SAVE & NEXT

Phase 1 - Contingency Planning Cycle

Concept of Operations

Avoid problems by establishing a common background of experience.

Problem - What is the problem/project?

Effect - How does this problem show up, observable and/or measurable?

Impact - How's the impact of this problem felt?

History - What got us to this point?

Capabilities - What resources are available?

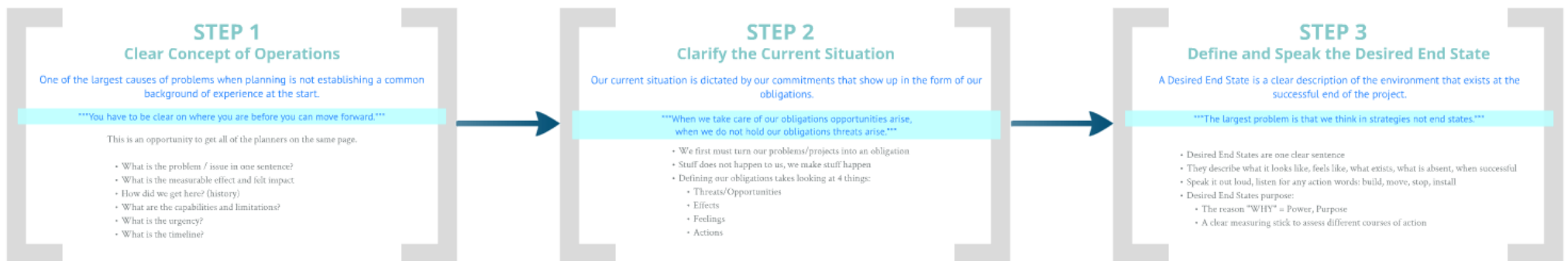
Limitations - What is unavailable, unacceptable, or restricted?

Urgency - Low or High Priority / relative importance to other projects?

Timeline - How much time to: plan & implement? Is there a hard deadline?

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STEP 2

Clarify the Current Situation

Our current situation is dictated by our commitments that show up in the form of our obligations.

When we take care of our obligations opportunities arise, when we do not hold our obligations threats arise.

- We first must turn our problems/projects into an obligation
- Stuff does not happen to us, we make stuff happen
- Defining our obligations takes looking at 4 things:
 - Threats/Opportunities
 - Effects
 - Feelings
 - Actions

Reference

EXAMPLE

If we have an obligation to have enough sales to cover our costs and we do not take care of that concern, a threat will arise.

Threat :

Elimination of positions due to insufficient revenue to cover their costs.

Once key positions are eliminated there will be measurable effects.

Effect :

Over tasking remaining employees because the same amount of work now has to be covered by less resources.

Problem / Project

Project / Problem

Effect and Impact

- Effect
- Impact

Negative Effects:

- Not taking care of obligations leads to threats.
- Threats drive negative effects that are felt.
- Experiencing negative effects produces negative feelings and emotions.
- Negative feelings and emotions drive ineffective actions.

Continuing through with this thought process – take a moment to put yourself in the situation where you have failed completely at holding your obligation to:
Problem restated as an Obligation.

... and because of this failure you are now suffering the threat of:
Threat

From the perspective of :
Perspective

This threat causes what negative (usually measurable) effect?

File Edit View Insert Format

Paragraph B I S A A Link [Icons]

Neg Effect

BACK

SAVE & NEXT

Phase 1 - Desired End State

Clarify Current Situation - Obligations

When our team holds our **Obligations** poorly there will be **Effects** that lead to **Threats**.

Those threats will cause us to **Feel** certain emotions, and when we feel those emotions we take certain **Actions**.

When we over deliver on our **Obligations** there will be **Effects** that lead to **Opportunities**.

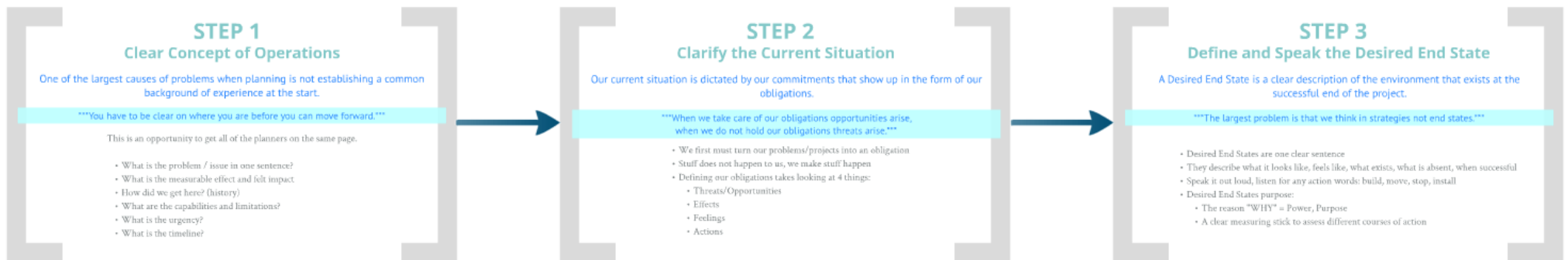
Those opportunities will cause us to **Feel** certain emotions, when we feel those emotions we take certain **Actions**.

2. *Perspective* : _____

| Feeling | Threat | Obligation | Opportunity | Feeling |
|-----------------------------|-----------------|--|----------------------|------------------------------|
| 5. What Feeling? | 3. What Threat? | 1. Restate your problem in the form of an Obligation | 7. What Opportunity? | 9. What Feeling? |
| 6. What Action is Produced? | 4. What Effect? | | 8. What Effect? | 10. What Action is Produced? |

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STEP 3

Define and Speak the Desired End State

A Desired End State is a clear description of the environment that exists at the successful end of the project.

The largest problem is that we think in strategies not end states.

- Desired End States are one clear sentence
- They describe what it looks like, feels like, what exists, what is absent, when successful
- Speak it out loud, listen for any action words: build, move, stop, install
- Desired End States purpose:
 - The reason "WHY" = Power, Purpose
 - A clear measuring stick to assess different courses of action



Reference

For example:
We will hold the obligation to produce enough sales to cover our costs so that we:

Create an environment where our employees feel pride and ownership in the company to go the extra mile for our customers because an increase in spending in R&D enables new and innovative product lines.

Obligation

Problem restated as an Obligation.

Problem / Project

Project / Problem

Effect and Impact

- Effect
- Impact

BACK

To create an environment where

Perspective

feel/s

Pos Feelings

to

Pos Actions

because there is

Opportunity

enabling

Pos Effect

Take the opportunity below to modify the above statement so that it is clear and makes sense. Maintain the same format, but make small grammatical changes so that the statement flows well. It usually helps to turn this into a positive statement by taking out the double negatives.

You can also use this as an opportunity to refine your Opportunity, Effect, Feeling, and Action.

This Desired End State will drive the remainder of your planning process so take the time now to make it resonate. Finally, answer the questions below the data entry box to check your work.

File Edit View Insert Format

Paragraph B I S A A

Restated Positive Desired End State

SAVE & NEXT

Phase 1 - Desired End State

Clarify the Future Situation - Desired End State

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Perspective : _____

DES 1 Positive : An environment where I/we/they feel _____ **Feeling**
to _____ **Action** _____,
because there are _____ **Opportunity** _____
enabling _____ **Effect** _____.

DES 1 Negative : An environment where I/we/they feel no _____ **Feeling**
I/we/they will not _____ **Action** _____,
because there is no _____ **Threat** _____
ensuring no _____ **Effect** _____.

KEY

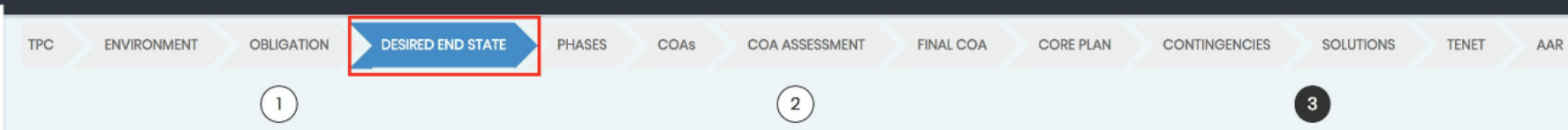
DES 1 Positive : An environment where I feel FEELING to ACTION, because there is OPPORTUNITY enabling EFFECT.

DES 1 Negative : An environment where I feel no FEELING so I will not ACTION, because there is no THREAT ensuring no EFFECT .

Mark
Wisely

MAIN

Playbooks



Reference

Congratulations!

You have completed the initial phase of the Contingency Planning Cycle. You are ready to review, update, brief, and implement the Desired End State.

Click on the button below to output your Desired End State.

Use it to brief all that will be involved in creating this Desired End State.

Use this Desired End State to answer the question "Why?" as well as a means to decide between various Courses of Action in the next phase.

Remember that no plan is perfect, therefore, maintain situational awareness and update this plan as the environment changes.

Also, a plan written and not shared is a cruel joke on the implementers. Be be sure to share your plan with all involved.

BACK

EXPORT DESIRED END STATE

EXPORT DESIRED END STATE

SAVE & NEXT

Tactical Planning Cycle

Desired End State

Environment

Past Environment

The history that led us to this point as seen by this planning team:

History

The problem to be solved or the project to be implemented:

Project / Problem

The impact of the problem or project:

- Effect
- Impact

Present Environment

The initial capabilities available and/or initial resources identified:

- Capability 1
- Capability 2

The initial limitations present and/or initial restrictions identified:

- Limitation 1
- Limitation 2

Timeline

The time available to plan and implement has been identified:

Timeline

Urgency

As there are other projects and responsibilities already in motion, the urgency of implementing this plan has been determined to be:

Ranks below these

- 3
- 4

Ranks above these

- 1
- 2

Phase 1 - Desired End State

Final Desired End State

Our Problem of: _____

Has resulted in: _____

Causing: _____

Therefore,

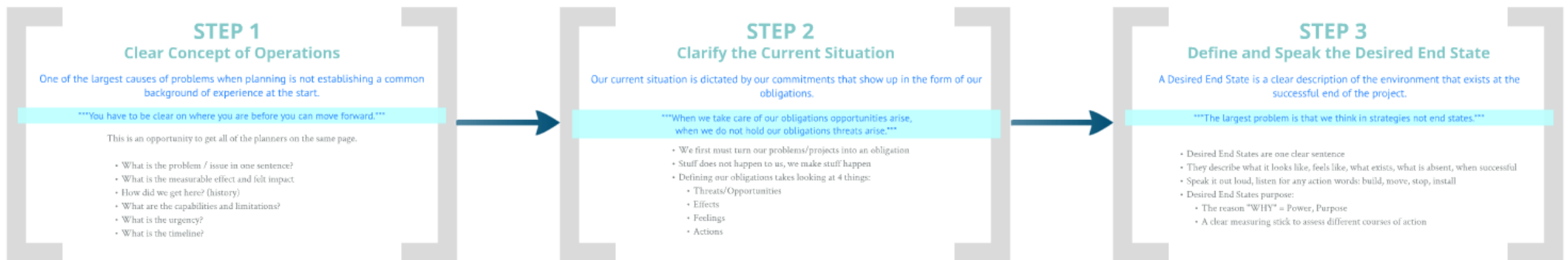
We stand by the obligation to: _____

...because we want to create... _____

...as well as... _____

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All plans and answers indexed and searchable.



- TPC
- ENVIRONMENT
- OBLIGATION
- DESIRED END STATE
- PHASES
- COAs
- COA ASSESSMENT
- FINAL COA
- CORE PLAN
- CONTINGENCIES
- SOLUTIONS
- TENET
- AAR

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

Desired End States are just the beginning!

Reference

Course of Action 1: COA 1 Theme
COA 1 Phase 1

COA 1 Phase 2

COA 1 Phase 3

COA 1 Phase 4

COA 1 Phase 5

Course of Action 2: Theme COA 2
COA 2 Phase 1

COA 2 Phase 2

COA 2 Phase 3

COA 2 Phase 4

Assessor #6: Label

Assessor #6: Label

Assessor #6: Description

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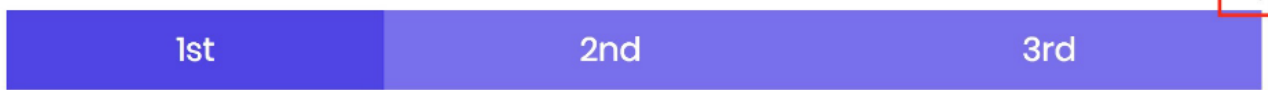
Paragraph B I S A A link icons

Assessor #6: Description

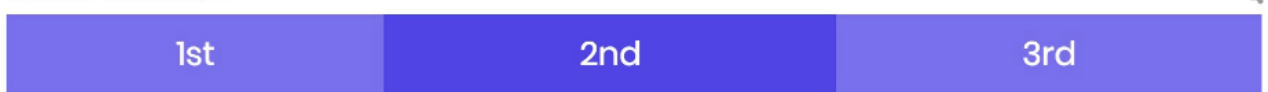
Virtual Collaboration Tools

3 WORDS POWERED BY TINYMCE

Course of Action 1



Course of Action 2



Course of Action 3

BACK

SAVE & NEXT

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Visit us at www.tacticalplanningexpert.com

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