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| Topic: | Session II Overview – Forming, Learning, and Operating in High Functioning Teams: Lessons from the Navy SEALs & Session III Hands On Exercise |
| Speaker(s) Name and Title: | Larry Yatch |
| Scribe Name: | |
| Session Description: | Overview of the 5 Phases in the Navy SEALs Contingency Planning Cycle & hands-on exercise with Phase 1. |
| Session Time Slot: | Monday, Apr 30, 2018; 1:30 pm |
| Purpose and Desired Outcome: | Learn about a planning process and tool for teams to be successful and more effective. |

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| Notes & Key Points | <i>Capture best practices, actionable recommendations, and decisions.</i> |
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Disclaimer: *These are raw notes that were captured by the assigned scribe during this session at the 2018 Large Facilities Workshop. This is one individual's interpretation of what took place during the session, and its content does not necessarily represent the viewpoint of the National Science Foundation.*

Notes:

SEALs were one of the first “closed loop” organizations in the military. One group collected the intelligence, developed the strategy, collect intelligence onsite, and feed into the next mission. This planning process was original set during Vietnam. Larry was part of the first beta-testing of software to automate this planning process into a tool. This process is a “formula” for innovation.

Phase 1 - Desired End State. This is the Why you’re doing something, not the how or what.

Phase 2 - Define a course of action is How. Course of Action is a series of step that lead to the Desired End State

- Step 1 – Break it up into Phases
- Step 2 – Alternative Courses of Action – If you know what needs to be done than it probability isn’t the most effective. Define 3 courses of action. Moves from “feels right” to “is right”.
- Step 3 – Brief-back. Enables a manager an opportunity for a safety net.

Phase 3 - Determine contingencies - Planned to fail.

- Step 1 - Problem will occur
- Step 2 – Force yourself to Identify Problems. There is no time, when there are no problems.

Phase 4 - Detailed Planning - Solving problems that do not exist yet.

- Step 1 - Solve the contingencies: three ways – avoid the problem, mitigate the problem if it happens, or backup if the problem is bigger than expected.
- Step 2 – Produce the Power. Which tenet needs to be strong and which tenet need not to be weak.
- Step 3 – Communicate your plan. Delegating portion of planning is the best way to make YOUR plan into MY plan.

Phase 5 - After Action Review – the first thing done after a mission. To develop lessons learned.

- Step 1 – 3 Major Rules: Everyone has a voice and must use it. Junior first, end with Senior. No wrong.
- Step 2 – Yes or No achieved individual desired end state.
- Step 3 – Standard Operating Procedures – What was so successful that we will do every time? Capture and communicate.

Session III – Practiced creating a Desired End State. This Phase benefits of communication both up to management and for team.

Phase 1: Desired End State. **Why we do something is more important than how we do it.**

- Step 1 – Clear Concept of Operations: Measurable effects and the impact.
- Step 2 – Clarify the Current Situation – When we take care of our obligations opportunities arise, when we do not hold our obligations threats arise.
- Step 3 – Define and Speak the Desired End State:

This process works in all aspects of our lives – work and personally.

Always went through all the five steps – depending on the time available for planning determined the level of detailed planning.