

Espresso coaching sessions

– coach notes

Time	Content	Equipment
5 - 12 minutes	<p>Refer to the following sheet and talk through what each stage means using the notes below:-</p> <p>The four stages are:</p> <p>Stage One - Observe – collect current information from as many sources as practically possible. At this initial point in the loop, you should be on the look out for new information, and need to be aware of unfolding circumstances.</p> <p>Ask delegate(s) what sorts of questions they should be asking themselves at this stage.</p> <ul style="list-style-type: none"> • What’s happening in the environment that directly affects me? • What’s happening that indirectly affects me? • What’s happening that may have residual affects later on? • Were my predictions accurate? • Are there any areas where prediction and reality differ significantly? <p>Stage Two - Orient – analyze the information you have observed and use it to update your current reality. We all view events in a way that’s filtered through our own experiences and perceptions.</p> <p>Ask the following question:-</p> <p>Q: What is likely to influence how you interpret the situation you are in?</p> <ul style="list-style-type: none"> • The ability to analyze and synthesize. • Previous experience. • New information coming in. <p>Orientation is essentially how you interpret a situation. This then leads directly to your decision.</p> <p>One of the main problems with decision-making comes at the Orient stage. The argument here is that by becoming more aware of your perceptions, and by speeding up your ability to orient to reality, you can move through the decision loop quickly and effectively.</p>	Handout OODA Loop loose leaf sheet.

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	<p>The quicker you understand what’s going on, the better. It’s important to remember that you’re constantly re-orienting. As new information comes in at the Observe stage, you need to process it quickly and revise your orientation accordingly.</p> <p>Stage Three - Decide – determine a course of action. Decisions are really best guesses, based on the observations you’ve made and the orientation you’re using. As such, they should be considered to be fluid works-in-progress.</p> <p>As you keep on cycling through the OODA Loop, and new information arrives, these can trigger changes to your decisions and subsequent actions - essentially, you’re learning as you continue to cycle through the steps.</p> <p>Stage Four - Act – follow through on your decision.</p> <p>The Act stage is where you implement your decision. You then cycle back to the Observe stage, as you judge the effects of your action. This is where actions influence the rest of the cycle, and it’s important to keep learning from what you are doing.</p> <p>The OODA Loop isn’t meant to be a static, step by step process “do this, then this, then this” type model: it needs to be a smoother, more continual process.</p> <p>With this approach, the faster you can move through each stage the better. In fact, if you were to sit down and map out each step, your decisions would likely slow down, instead of speed up.</p> <p>The goal of the model is to increase the speed with which you orient and reorient based on new information coming in. You want to be able to make a smooth and direct transition between what you observe, how you interpret it, and what you do about it.</p> <p>When you make these transitions rapidly, you’re in a position to be proactive, and you can take advantage of opportunities.</p> <p>You continue to cycle through the OODA Loop by observing the results of your actions, seeing whether you’ve achieved the results you intended, reviewing and revising your initial decision, and moving to your next action.</p>	

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<p>12 - 20 minutes</p>	<p>Observing and orienting correctly are key to a successful decision. If these steps are flawed, they'll lead you to a flawed decision, and subsequently a flawed action. So while speed is important, so too is improving your analytical skills and being able to see what's really happening.</p> <p>OODA Loop Exercise (5 mins) Ask the delegate(s) the following question:</p> <p>Think of a situation in an average day when you need to make a fast decision. Using the sheet, decide what part each stage plays in your ability to make that decision quickly.</p> <p>You may need to ask some open coaching questions to enable the delegate(s) to apply the model, e.g.:-</p> <p>Observe</p> <ul style="list-style-type: none"> • What's happening in the environment that directly affects you? • What's happening that indirectly affects you? <p>Orient</p> <ul style="list-style-type: none"> • What previous experience do you have that may affect the decision? • How will new information affect your decision? <p>Decide</p> <ul style="list-style-type: none"> • How has the previous stage led you to make that decision? • How will you review your decision? <p>Act</p> <ul style="list-style-type: none"> • How will you implement the decision quickly? • How will you review the outcome of your actions to enable you to learn from them in the future? <p>It is important to remember that this is not specifically a tool to enable you to prepare in advance to make a decision, it is a tool which highlights the process we go through when making decisions and is designed to show how you can make that process happen more smoothly and faster by being aware of the role each stage plays.</p> <p>To summarise the session ask the following question:</p> <p>Q: How do you see this model helping you to be more proactive with your decision making in the future?</p>	