Lead the Rapid Decision-Making and Synchronization Processes

Security Classification: U • Unclassified

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 • This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, KS foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.
**Conditions:** The command is conducting operations under a published operations order. The command receives an order from higher headquarters or the commander derives a mission requiring leading the rapid decision-making and synchronization process (RDSP). The commander issues guidance on the RDSP in an operational environment that is dynamic, complex, and has a hybrid threat that contests unit objectives in all five domains (air, land, sea, space, and cyberspace) and the information environment (IE). The threat will maintain constant contact with the unit in multiple domains and all eight operational variables of PMESII-PT are present for brigade and above, four or more for battalion. The order from higher headquarters includes all applicable overlays and or graphics, area of operation (AO) boundaries, control measures, and criteria for subsequent tactical actions. All necessary personnel and equipment are available. The unit is task organized with necessary units and reinforced with assets from higher to accomplish assigned task. The unit has communications with subordinate and adjacent units and higher headquarters. The commander has organized the four components of their command and control system to support decision making, facilitate communication, and conduct operations.

Environment: Some iterations of this task should be performed with degraded mission command networks, degraded conditions in the electromagnetic spectrum, and/or with degraded, denied, and disrupted space operations environment (D3SOE). Some iterations of this task should be performed in MOPP 4.

**Standards:** The commander leads the rapid decision-making and synchronization process (RDSP) commonly used during execution to plan, prepare, execute, and assess operations. The commander uses the process to lead the staff to develop the unit’s course of action for the operation within the established timeline. The commander leads the RDSP in accordance with (IAW) 100% adherence to ADP 5-0, the Army Ethic, orders from higher headquarters, the commander’s intent, and standard operating procedures (SOP) while adhering to the GO & NO-GO criteria.

**Special Conditions:** None

**Safety Risk:** Low

**MOPP 4:** Sometimes

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**Task Statements**

**Cue:** The commander issues guidance on the RDSP.

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**DANGER**

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

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**WARNING**

Composite Risk Management is the Army’s primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

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**CAUTION**

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

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**Remarks:** None
Performance Steps

1. The commander, supported by the staff, uses the five step rapid decision-making and synchronization process (RDSP) during the execution of the operation:

Note: The commander, supported by the staff may perform the first two steps in any order, including concurrently. The commander may also perform the last three steps iteratively until the commander identifies an acceptable course of action.

• Step 1 – Comparing the current situation to the order.
• Step 2 – Determining the type of decision required.
• Step 3 – Developing a course of action (COA).
• Step 4 – Refining and validating the course of action.
• Step 5 – Implementing.

2. The commander directs the staff to identify changes in conditions and the operational environment by comparing the current situation to the order and the facts and assumptions forming the basis of that order to include:

• Monitoring indicators that support commander’s critical information requirements (CCIR) and decision points identified in the order.
• Monitoring the situation for exceptional information that could answer one of the CCIRs, if recognized and stated earlier as a CCIR.
• Identifying the degree to which changed conditions represent variances from the order that present opportunities and risks.
• Identifying change to the threat or the threat’s center of gravity.

3. The commander, with input from the staff, analyses the variance by:

a. Describing the variance.

b. Determining if the variance provides a significant opportunity or threat and examines the potential of either.

c. Determining if a decision is required by identifying if the variance:
   • Indicates an opportunity to exploit in order to accomplish the mission faster or with fewer resources.
   • Directly threatens the decisive operation’s success.
   • Threatens a shaping operation such that it may threaten the success of the decisive operation.
   • Can be addressed within the commander’s intent and concept of operations using an execution decision.

Note: Execution decisions implement a planned action under circumstances anticipated in the order. An execution decision is normally tied to a decision point—a point in space or time the commander or staff anticipate making a key decision concerning a specific course of action.

• Requires changing the concept of operations (determining what adjustment decision or new approach will best suit the circumstances).

Note: An adjustment decision is the selection of a course of action that modifies the order to respond to unanticipated opportunities or threats. An adjustment decision may include a decision to reframe the problem and develop an entirely new plan.

d. The commander monitors the staff coordinating to address minor variances to include:
   • Determining appropriate changes to the current control measures (as necessary).
   • Determining how changes to control measures affect other warfighting functions.
   • Notifying the rest of the staff and the affected command post (CP) cells/staff elements of the changes.

e. The commander is notified by the chief of staff (COS)/executive officer (XO) and receives staff recommendations when there is a requirement for adjustments.

4. The commander directs the staff to engage directly in cases that affect the overall direction of the unit and the unit’s operation by:

a. Developing the situation and directing subordinates to provide any additional information required.

b. Applying either implementation of planned responses or the development of an order to redirect the unit.

5. The commander directs the COA development and receives the COA brief:

a. Applies the following conditions to screen COAs:
   • Mission.
   • Commander’s intent.
   • Current dispositions and freedom of action.
   • CCIR.
   • Limiting factors, such as:
     o Supply constraints.
     o Boundaries.
     o Combat strength.
     o Rules of engagement and law.

b. Changes the concept of operations if it remains within the commander’s intent.

c. Recommends changes to the CCIR.

6. The commander delivers the COA and implementation guidance to the staff to include:

a. Designating the new COA.

b. Delegating authority for execution decisions to deputies, COS/XO, or other operation officer.
c. Designating essential assets to shaping operations.

d. Delivering guidance for refining the COA.

7. The commander directs the staff to refine and validate the course of action to include:

a. Validating the COA using the criteria of feasibility, suitability, and acceptability.

b. Coordinating the warfighting functions to generate and apply the needed combat power.

c. Developing the details of the new COA.

d. Conducting analysis to answer the following questions from the perspective of the section's/cell's area of expertise:
   - What effect will the action have?
   - Does the new COA require changing information requirements?
   - Should the staff recommend upgrading any of the information requirements as a CCIR?
   - What actions does this change require?
   - Will this COA require changing objectives or targets?
   - What other CP cells and elements does this action affect?

e. Developing warning orders to alert subordinates to a pending change.

8. The commander delivers the decision to implement the COA to the staff and monitors the following actions:

a. Employs verbal orders to subordinates in situations requiring quick reactions.

b. Provides written fragmentary orders to confirm verbal orders to ensure synchronization, integration, and notification of all parts of the force.

c. Verifies that subordinates understand critical tasks by using the confirmation or back brief.

9. The commander directs the staff to conduct the following actions:

a. Implement the COA through a fragmentary order that includes the following:
   - The concept of operations.
   - Coordination of the warfighting functions.
   - Development of control measures.

b. Determine how much time the unit requires to implement the change without losing integration or exposure to unnecessary tactical risk.

c. Update decision support templates and synchronization matrixes.

d. Coordinate actions with other cells/sections and higher, adjacent, supporting, and supported units to eliminate undesired friction.

e. Provide the results of the synchronization to the current operations integration cell-G/S-3 section.

f. Update the common operational picture.

(Asterisks indicates a leader performance step.)

**Evaluation Guidance:** Score the Soldier GO if he/she passes all performance measures. Score the Soldier NO-GO if Soldier fails any performance measure. If the Soldier scores NO-GO, show the Soldier why he/she failed and show the Soldier how to perform the measure correctly.

**Evaluation Preparation:** Brief the Soldier: Explain expectations to the Soldier by reviewing the task standards. Stress to the Soldier the importance of observing all cautions and warnings to avoid injury to personnel and, if applicable, damage to equipment.
PERFORMANCE MEASURES

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<th>Source Information</th>
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<td>2.</td>
<td>FM 6-0</td>
<td>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)</td>
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Equipment Items (LIN): None

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<td>Lead the Operations Process</td>
<td>150 - Combined Arms (Individual)</td>
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Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card.

Safety: In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine.

Prerequisite Individual Tasks:

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**Supported Individual Tasks**: None

**Supported Collective Tasks**: None

**Knowledges**:

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<td>K24112</td>
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<td>805V-K-0069</td>
<td>Communicate clear instructions to subordinates</td>
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<td>K26790</td>
<td>Communications and engagement</td>
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**Skills**:

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<td>EW-S-0169</td>
<td>Brief Courses of Action (COAs)</td>
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<td>EW-S-0182</td>
<td>Consolidate Course of Action (COA) comparison results</td>
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<td>907-S-0018</td>
<td>Write an operations order/plan</td>
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<td>EW-S-0070</td>
<td>Implement the Military Decision Making Process (MDMP)</td>
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<td>Prepare a Warning Order</td>
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<td>EW-S-0174</td>
<td>Compare Course of Action (COA) flexibility</td>
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**ICTL Data**: None