Measure and Act Upon What's Crucial
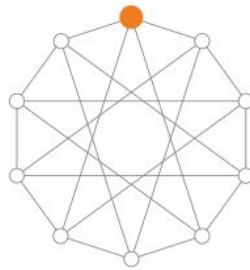
Reality can be confusing

How Can We Stay Oriented?

Observe
Orient
Decide
Act

OODA Loops

OODA loops were invented by Colonel John "One Minute" Boyd. An example

- Consider a fighter pilot being scrambled to shoot down an enemy aircraft.
- **Observe**: Before the enemy airplane is in sight, the pilot will consider any available information about the other pilot—the nationality, level of training, and cultural traditions. Radar tells speed, size, and maneuverability of the other plane.
- **Orient**: Distance, speed, direction of travel to guess at intent. Analyze options for next steps.
- **Decide**: "Get into the sun" above his opponent to buy time to figure out intent and identity
- **Act**: pilot pulls back on the stick to climb
- **Loop back** to **observe:** Is the other plane reacting to my change of altitude?
- **Orient**: Is the enemy reacting characteristically, or perhaps acting like a noncombatant? …

After Deciding and Acting,

Loop Back to Observing

OODA Loops – Actions Create Reactions to Observe
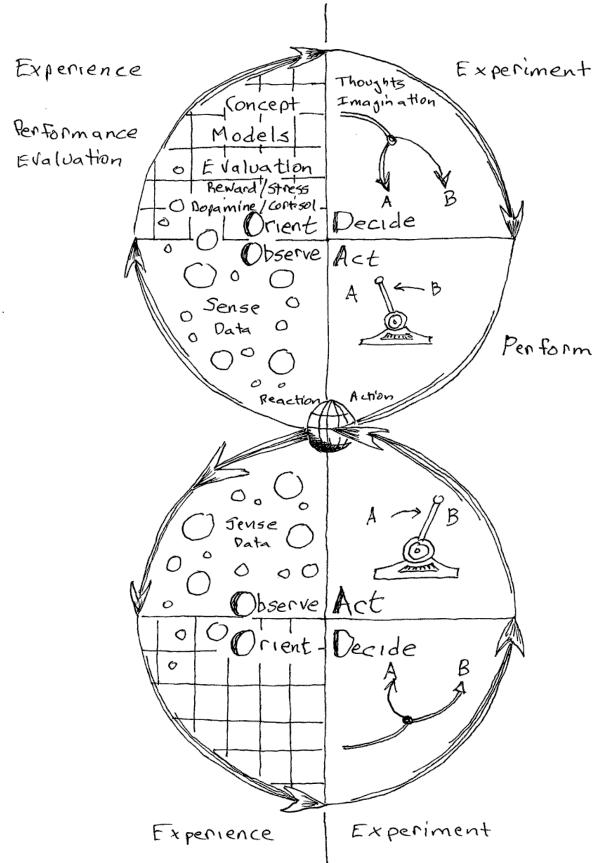
Observing & Orienting: OKR & KPIs

- **OKRs** – Objectives and Key Results; **KPIs** – Key Performance Indicators
  - Start with your project objective and deliverables
  - SMART goals is a good model to start with
  - Look for 3-5 measures of progress
    - Quantitative – % done, number of results/conversations, etc.
    - Qualitative – GYR status, quality of collaboration, etc.
- Try to create a spreadsheet to track your weekly progress on your OKRs/KPIs

The requirements you've assessed will determine the scope and impact of your work as measured by OKRs.

Develop your thinking skills so your work is clear and compelling.