**Military Decisionmaking Process**

**Common Shortfalls**

**Receive the Mission**

* Failure to distribute HHQ order upon receipt
* **Failure to secure maps**
* **No preparation of initial running estimates**
* **The unit does not have tools or standard procedures**
* *Failure to involve the full command post* (officers, WOs, NCOs, digital system/radio operators, special staff, HHC)

**Mission Analysis**

* *Failure to involve the entire staff*
* **Not organized or equipped to begin process**
* Lack of senior guidance of process
* **IPB is not integrated (S2 only) or complete**
* Tasks, targeting, IC, and IPB not linked
* Lack of experience for implied task development
* ***Do not understand own capabilities***
* Difficulty identifying which facts are critical
* Lack of understanding of CCIR and EEFI
* Mission statement lacks essential tasks
* Incomplete common operating picture
* **Lack of understanding of mission variables and the WFF**
* Lack of integrated input into civil considerations
* Theme refinement
* Undeveloped evaluation criteria
* Failure to use doctrine
* *No SOP*

**Course of Action Development**

* ***Don’t know your assets available***
* Don’t know HHQ assets available
* Mission analysis incomplete
* Don’t understand commander’s guidance
* Task organization 2-level down incomplete
* Sketch map quality
* Missing WFF schemes of operation
* COA sketch missing control measures, friendly units, enemy units, population centers

**Course of Action Analysis**

* Commander’s guidance not posted
* Mission statement not posted
* Event template not developed
* COAs incomplete
* Map not used
* Running estimates not available
* Assumptions not updated/posted
* Tools not prepared during COA development

**Course of Action Comparison**

* **Evaluation criteria not fully developed**
* **Evaluation criteria assessment conducted in a vacuum/independent of war-game**
* Decision matrix developed in error
* No standard template for brief

**Course of Action Approval**

* Commander’s guidance is insufficient
* WARNO 3 not completed

**Order Production**

* Lack of full staff involvement
* Under-developed/-analyzed COAs
  + Inadequate running estimates
  + War gaming & rehearsal desynchronization
* Commander uninformed/lack of command focus
* **Briefing ‘data’, rather than ‘knowledge’**
* Incomplete product
* Uncreative, conventional thinking
* ***Failure to understand unit capabilities or doctrine***

**Bold added to select bullets for emphasis**

*Italics added to select bullets to designate repetitive entries*