|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **D** | **Describe** **environment:**  What are the external and internal factors that could impact on our ability to solve this problem or complete this task?  Consider customers, industry, competitors, and company internal factors. | | | | | |
|  |  | | | | | |
|  |  | | | | | |
| **E** | **Establish intent:**  Why are we doing this? Aligns to the CEO/BU intent? | | | **and Objective:**   |  |  | | --- | --- | | * Who? |  | |  | | * What (Quantity/Quality)? | |  | | * When? | |  | | * Where? | | | |
|  | | |
| **C** | **Create options:**  Explore different ways we can conduct the task. | | | | | |
| **OPTION 1** |  | **OPTION 2** | |  | **OPTION 3** |
|  |  | |  |
|  |  |  |  | |  |  |
| **I** | **Identify opportunities and risks:**  What are the opportunities – are we being innovative? What are the risks to people, equipment, reputation, financial risk? What is the risk to achieving the intent and objective? | | | | | |
| **OPTION 1** |  | **OPTION 2** | |  | **OPTION 3** |
|  |  |  | |  |
|  |  | | | | | |
| **D** | **Develop** **and** **decide** **preferred** **option:**  How do we mitigate the risks and exploit the opportunities? Wargame ‘what if's’. What are the advantages and disadvantages? Is the risk profile acceptable? | | | | | |
| OPTION 1 |  | **OPTION 2** | |  | **OPTION 1** |
|  |  | |  |
|  | **PREFERRED OPTION –** Select the preferred option and summarize the final method as a high level explanation of how we will achieve the objective. | | | | | |
|  | | | | | |
|  |  | | | | | |
| **E** | **Execute** **and** **evaluate** **outcomes:**  Communicate the plan using **DIRECT*not*** ***dictate*** **™** template over page  Does it meet the intent? **YES  NO** Will it achieve the objective? **YES  NO**  Should we do this (alignment with values)? **YES  NO**  Do we need higher authority to do this? **YES  NO** | | | | | |
|  |  | | | | | |