

Managing the Battle Rhythm

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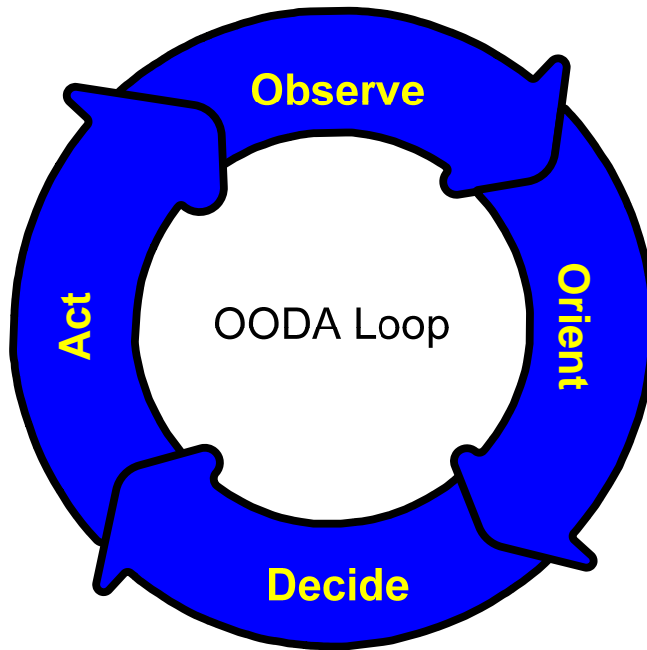
CTF-70 Battle Force Seventh Fleet

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Introduction

- Understanding the Battle Rhythm
- Battle Rhythm & Knowledge Management
- Four Phase Process to Improve the Battle Rhythm
- Avoiding Pitfalls in the Process
- Conclusion

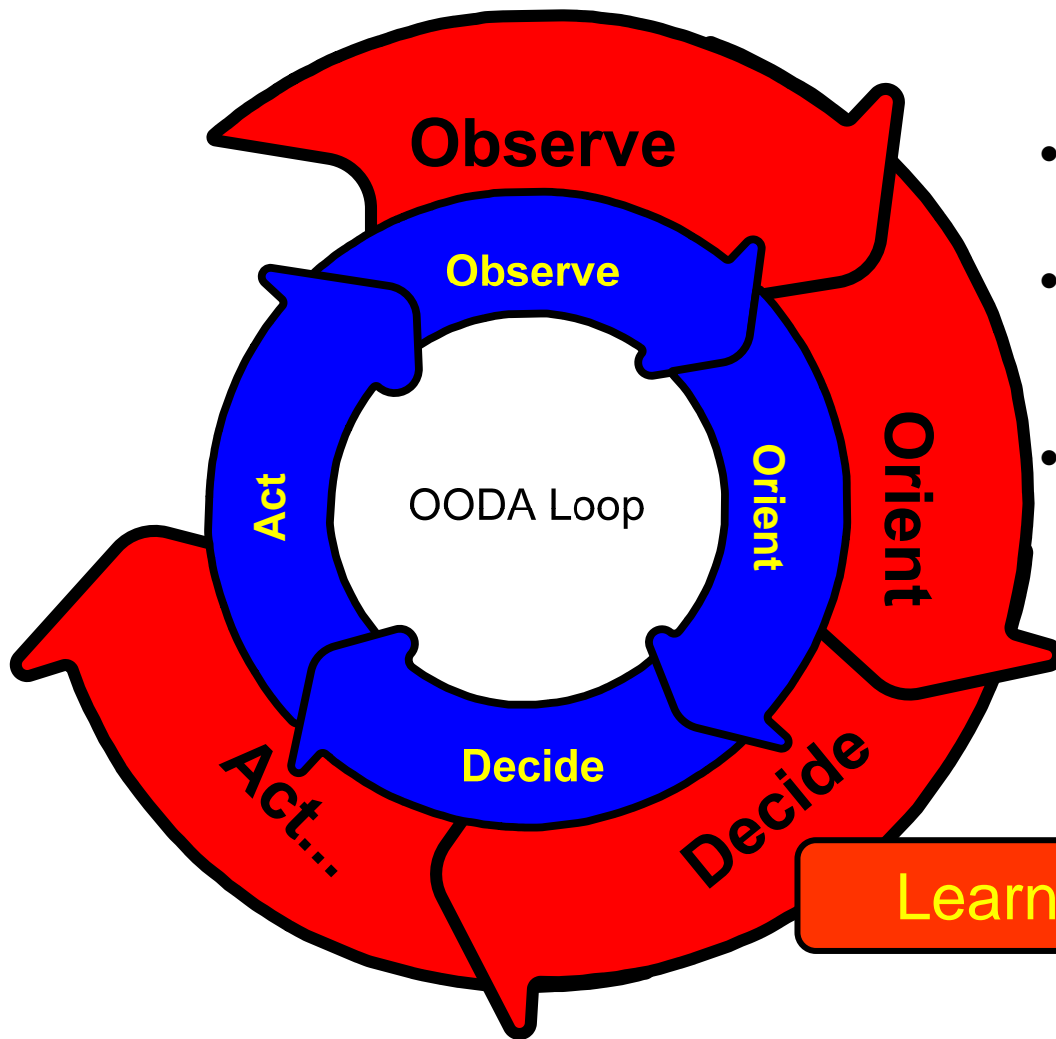
Understanding the Battle Rhythm



- Battle Rhythm: The Commander's Decision & Execution Cycle
- Also known as the Observe, Orient, Decide and Act (OODA) Loop¹

¹ Department of the Navy, [Naval Command and Control](#), Naval Doctrine Publication 6, (Washington, DC: 19 May 1995), 18.

Understanding the Battle Rhythm



- Battle Rhythm: The Commander's Decision & Execution Cycle
- Also known as the Observe, Orient, Decide and Act (OODA) Loop
- Key to Success on the Battlefield is for your OODA Loop to be inside of the Enemy's OODA Loop

Learn Faster than Your Enemy!

Battle Rhythm & Knowledge Management

- Battle Rhythm is the heart of military operational knowledge management
- Effective management means efficiently processing inputs and intent to allow the Commander to make decisive decisions
- War fighters must understand the distinction between data, information and knowledge

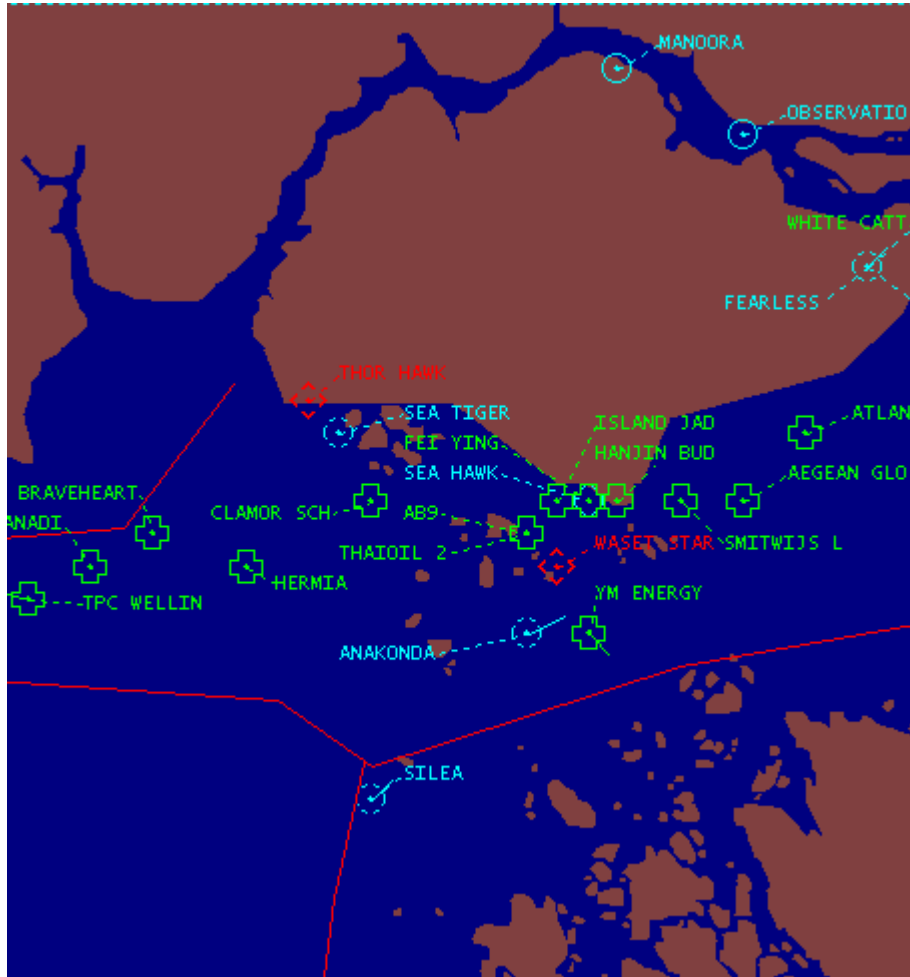
Battle Rhythm & Knowledge Management

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C7F547830918	5/18/2007 7:49:00 PM	24.8166666666667	163.433333333333	272	12	
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- Data
 - Raw unrefined representation of facts or concepts
 - Typically abundant, but not every piece is relevant
 - Does not hold value because it is hard to determine the *context*

Data Example
Table of Ships with their
Course, Speed and Position

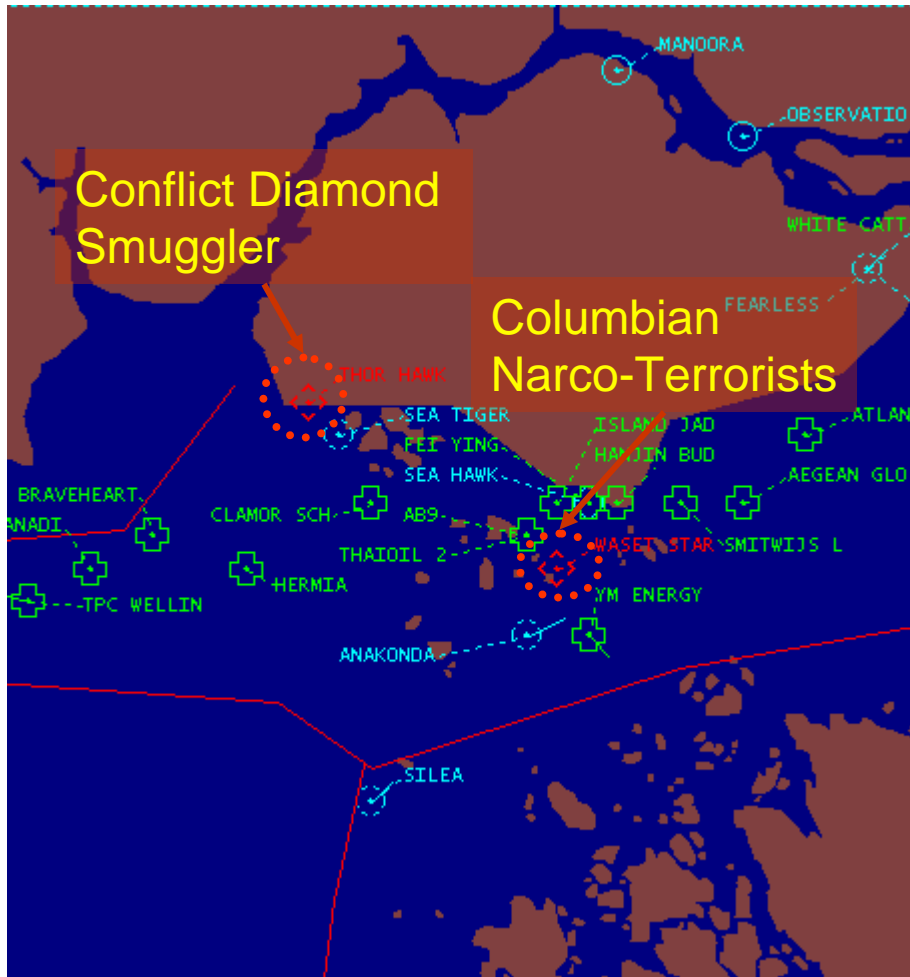
Battle Rhythm & Knowledge Management



- Information
 - Data that is held in *context*, i.e. that is discernable as valuable
 - less plentiful than data, but more rich in value
 - has a greater likelihood for yielding action

Information Example
Same Ships, Displayed on a
Chart in Relationship to Land

Battle Rhythm & Knowledge Management



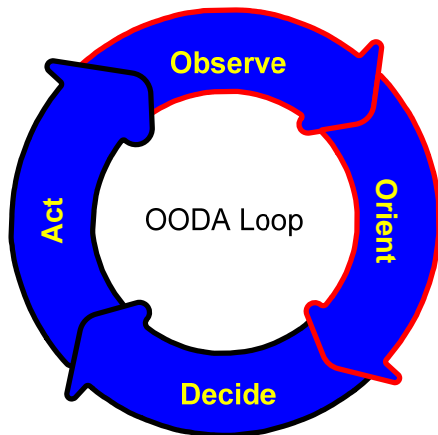
- Knowledge
 - Information that allows action (or is *actionable*) is knowledge

Knowledge Example

- Two ships carrying illegal cargo
- Intelligence estimate they are meeting North Korean Agents in Singapore

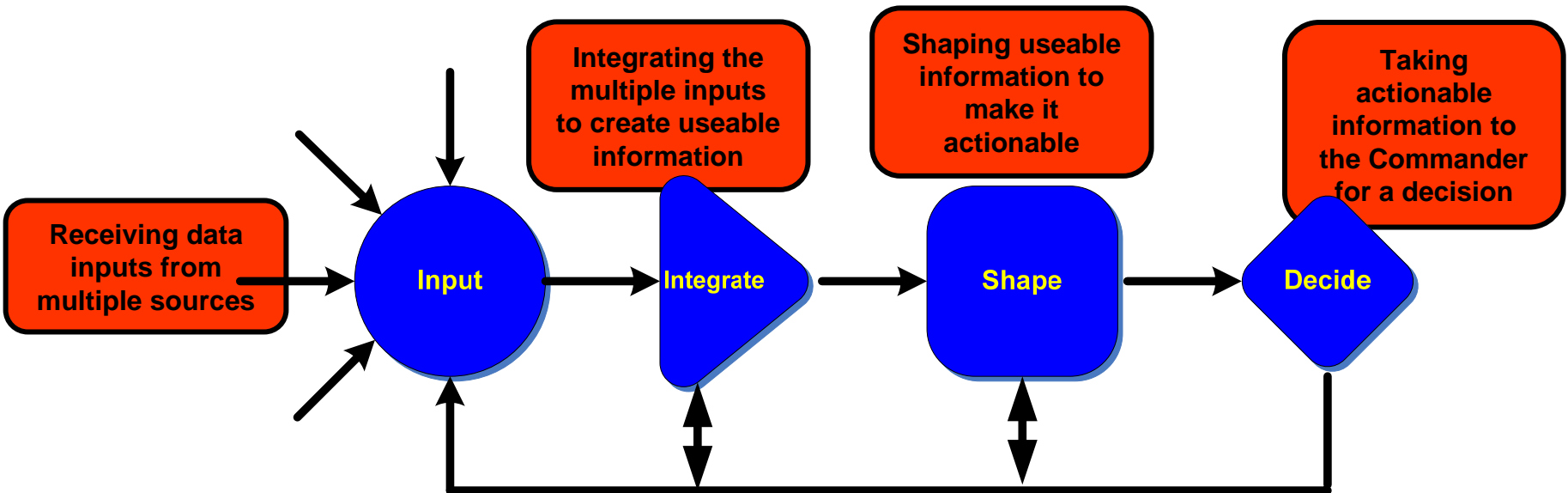
Battle Rhythm & Knowledge Management

- Knowledge Management is *not* about technology
 - About collaborating and sharing information and knowledge
 - About flowing information to the right people
 - About identifying stovepipes and bottlenecks
 - About enabling the right actions to be taken at the right time
 - About creating good Situational Awareness so the Commander can make effective decisions



- Improving The Battle Rhythm
 - Concentrate on Observe and Orient
 - Areas heavily impacted by the staff

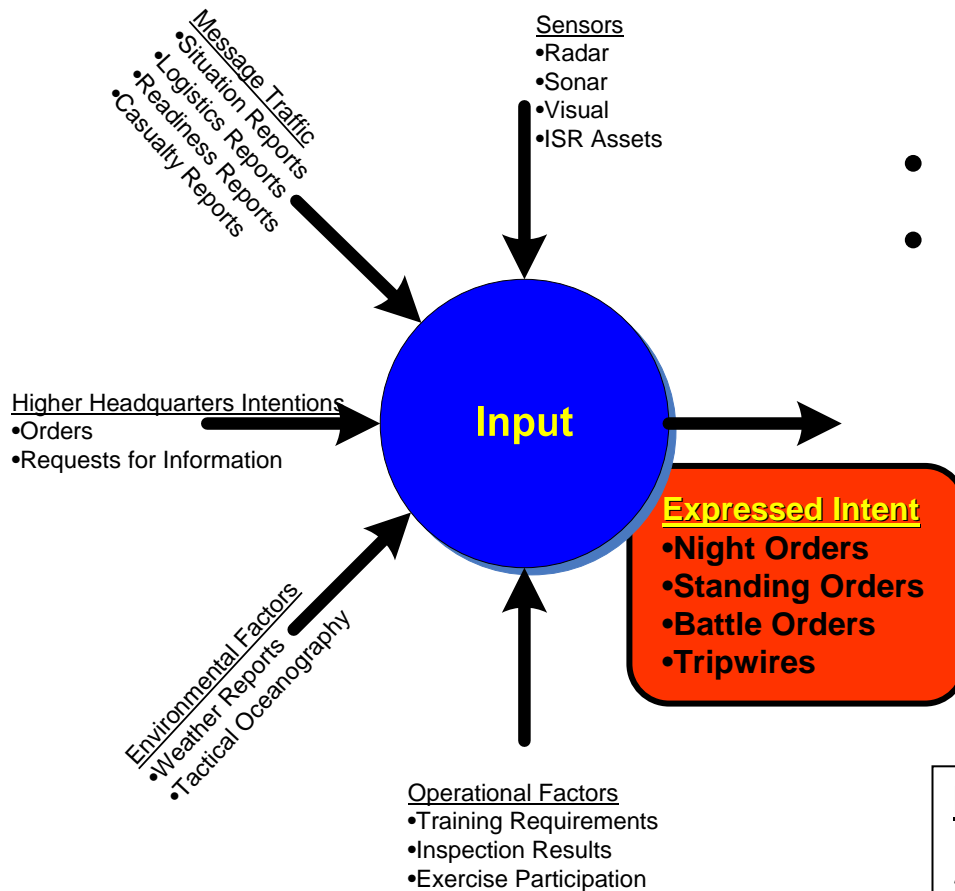
Four Phase Process to Improve the Battle Rhythm



Phase Elements

1. Identifying the data injects
2. Identifying action officers
3. Identifying a time to meet and collaborate
4. Establishing the context that creates valuable data
5. Generating a deliverable to the next phase.

Four Phase Process to Improve the Battle Rhythm



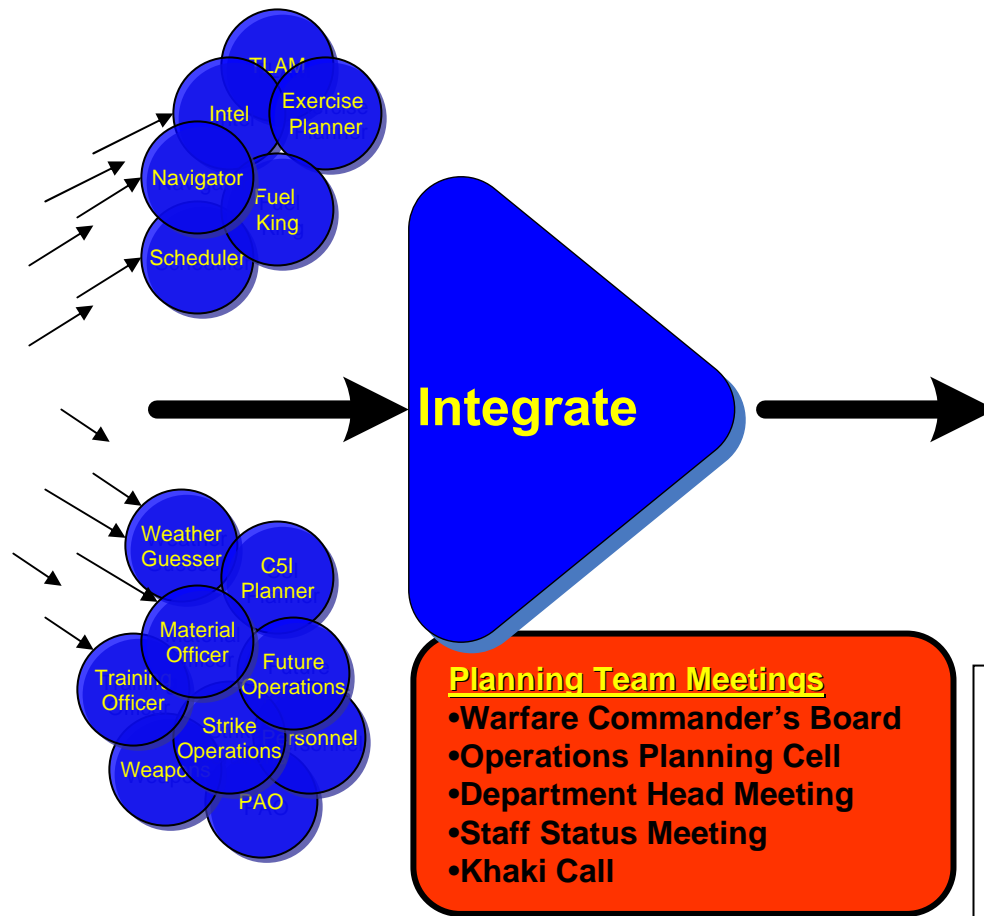
Sensor Inputs

- Data Rich/Information Poor
- Requires *Expressed Intent*
 - Establishes context at this level of the Chain of Command
 - Provides guidance to watchstanders
 - Identifies important information
 - Identifies where information goes

Phase Elements

1. Data injects through CIC (C2 Node)
2. Watchstanders are action officers
3. Collaboration occurs continuously
4. Expressed Intent establishes context
5. Information passed to staff subject matter expert

Four Phase Process to Improve the Battle Rhythm



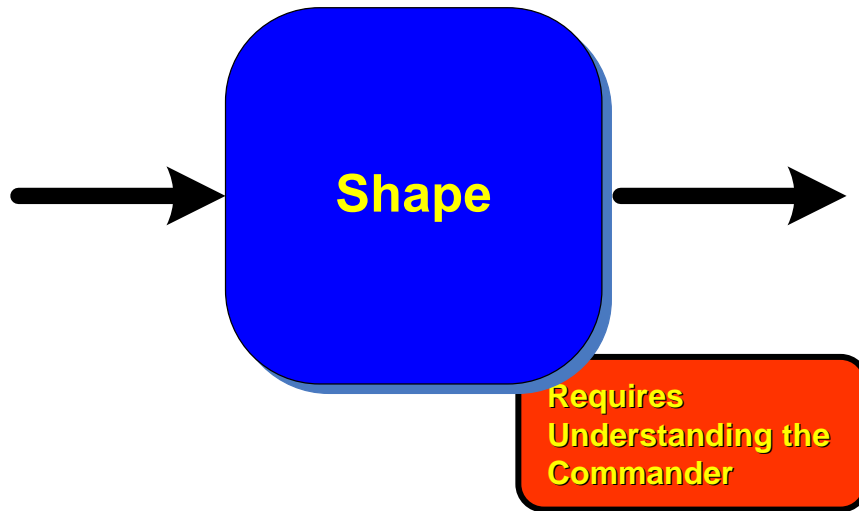
Phase Elements

1. Data injects from watchstanders or other sources
2. Subject Matter Experts / Principal Assistants are action officers
3. Periodic to meet the operational cycle / Ad Hoc to respond to specific issues
4. Action officer's tacit knowledge & experience establishes context
5. Plan of Action / Set of Decisions

Four Phase Process to Improve the Battle Rhythm

Information Shaping

- Short but important phase
- Use personal relationship for context
 - Understand political environment
 - Set Commander's agenda
 - Know hot button topics
- Shape information to prevent misunderstanding



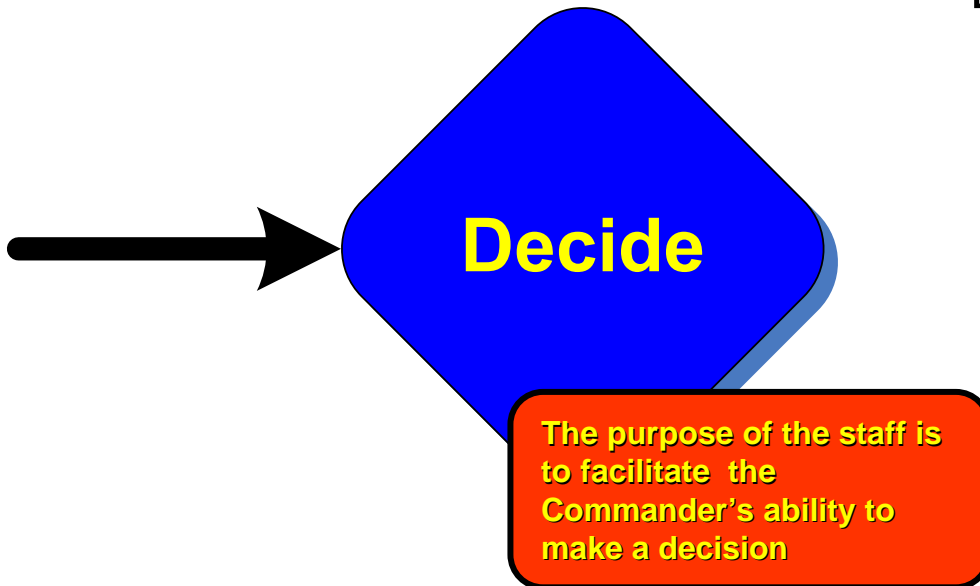
Phase Elements

1. Plan of Action / Set of Decisions
2. Principal Assistants / Senior Decision Makers are action officers
3. Collaboration occurs prior to presentation to the Commander
4. Personal relationship with the Commander establishes context
5. Refined Plan of Action / Final Set of Decisions

Four Phase Process to Improve the Battle Rhythm

Decision Point

- Final Phase
- Decision is made
 - Yes
 - No
 - Give me an alternative
 - Give me more information
 - Wait (Do Nothing)



Phase Elements

1. Refined Plan of Action / Final Set of Decisions
2. The Commander
3. As required.
4. Commander's Tacit Knowledge & Experience
5. Final Decision

Avoiding Pitfalls in the Process

- **Poor (or no) expressed intent**
 - Must be current and pertinent
 - Sufficiently detailed yet flexible
 - Living breathing document
- **Poorly identified subject matter experts**
 - Look beyond billet structure to staff member experience
- **Too many meetings / not enough meetings**
 - Do not be driven by the calendar
 - Cognition requires time
- **Not shaping information**
 - Time: subject matter experts must be on hand to answer questions
 - New Commander

Conclusion – The Battle Rhythm Must

- **Manage the flow of information to the Commander**
- **Allow the Commander to make decisions effectively.**

The entire staff must understand its role in getting information to the Commander

- Watch standers, constantly watch the data stream and must have their context specifically articulated. They flow data to subject matter experts.
- Subject matter experts must meet together to integrate information and use their expertise to provide a context for the Commander. They develop a set of courses of action.
- Information shapers take the information and ensure the context is understood by the Commander. Their role is to use their knowledge of the Commander to ensure information is presented in a way that guarantees his understanding.
- The Commander reviews the information presented and the courses of action developed and makes a decision.

If information from each phase has been properly managed, then the commander has all the information required to make a decision

Author's Biography

Ramberto Torruella is the Staff Knowledge Manager for CTF-70, Commander Battle Force Seventh Fleet, embarked aboard USS KITTY HAWK (CV-63), home ported in Yokosuka, Japan.

He graduated from the United States Naval Academy in 1992 with a Bachelor of Science in Physics and from Rensselaer Polytechnic Institute in 1999 with Master of Science in Computer Science.

He is a certified nuclear engineer and has served aboard three fast attack submarines in both the Atlantic and Pacific Fleets.

Ramberto currently resides in Zushi, Japan with his wife, Kristyne and their four children.