



R.O.P.E

Rapidly **O**ptimizing **P**erformance & **E**fficiency

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Human Character

Ethos: Credibility / Trust

Pathos — Emotions / Values

Logos — Logic / Reason

Aristotle
384-322 BC



The Power of Purpose

ETHOS

The fundamental character or spirit of a culture; the underlying sentiment that informs the beliefs, customs, or practices of an individual, group, or society.

Who we ARE – not what we SAY



What we Believe

SPECIAL OPERATIONS FORCES

SOF TRUTHS

1. Humans are more important than hardware
2. Quality is better than quantity
3. SOF cannot be mass produced
4. Competent SOF cannot be created after emergencies occur
5. Most Special Operations require non-SOF support

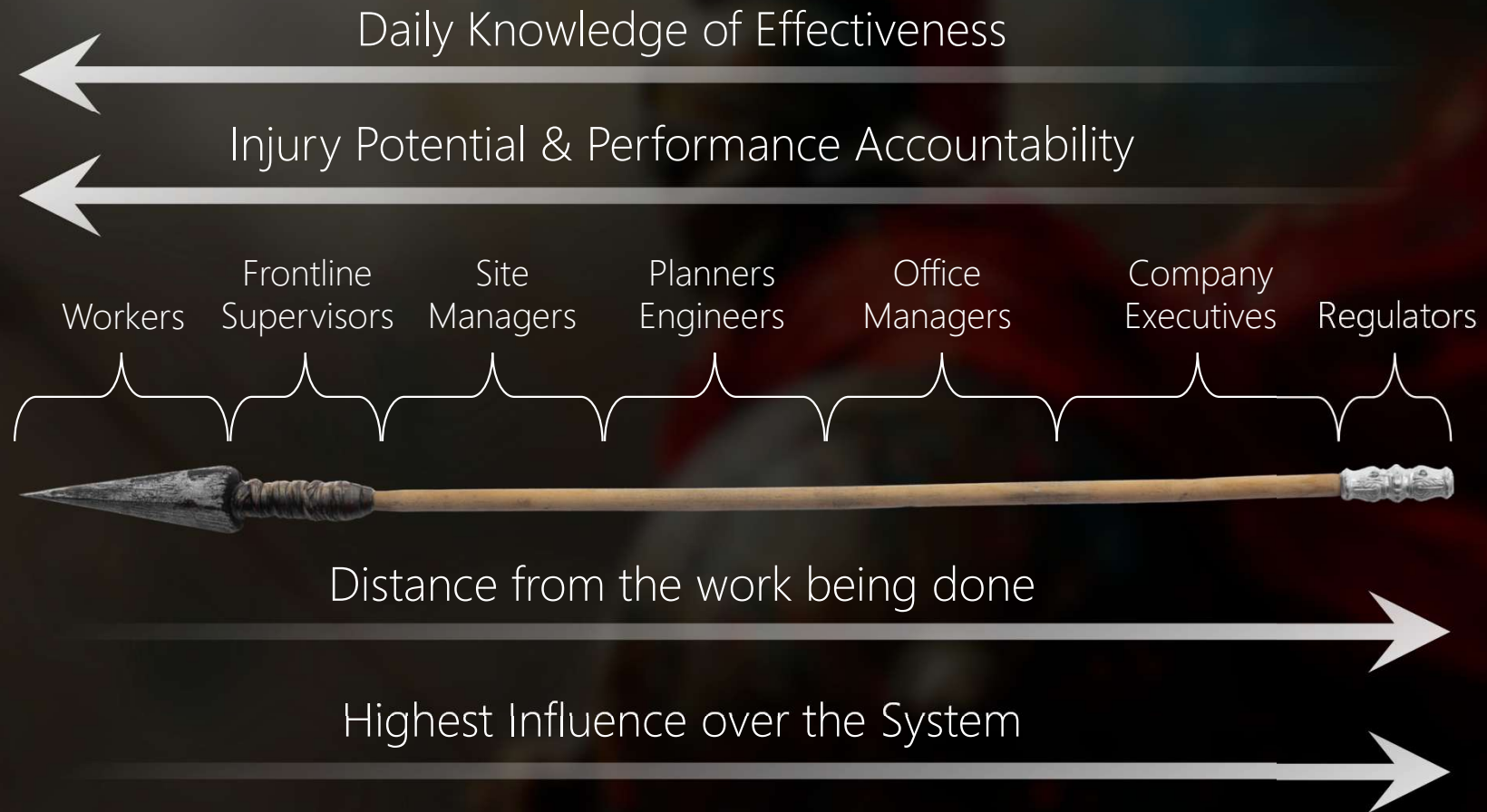


How we Operate: By, With & Through

The Pointy End of the Spear?



The Pointy End of the Spear



Planned Based Operations



Establishing
Our Objective

Planning

Briefing

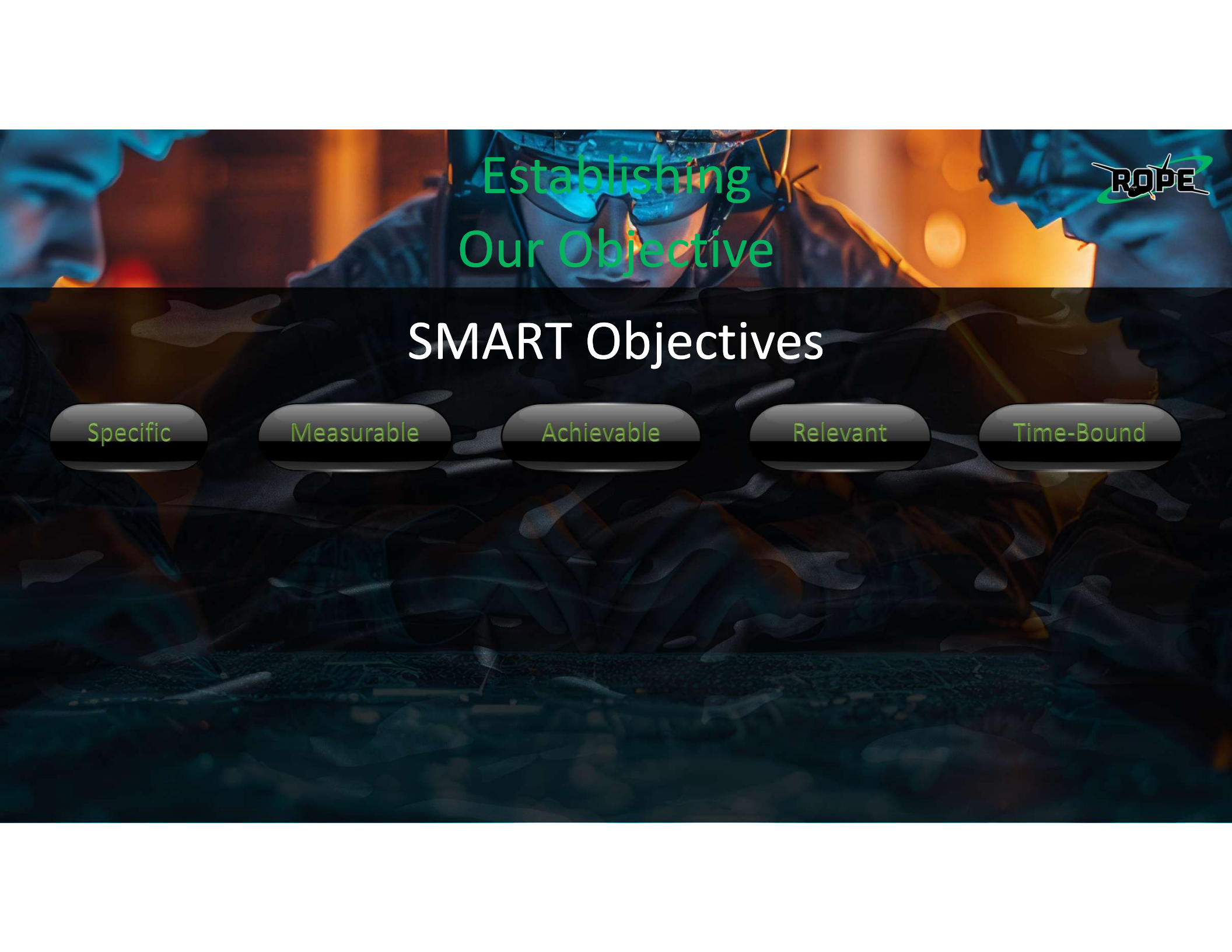
Execution

Debriefing



Planned-Based Operations





Establishing Our Objective



SMART Objectives

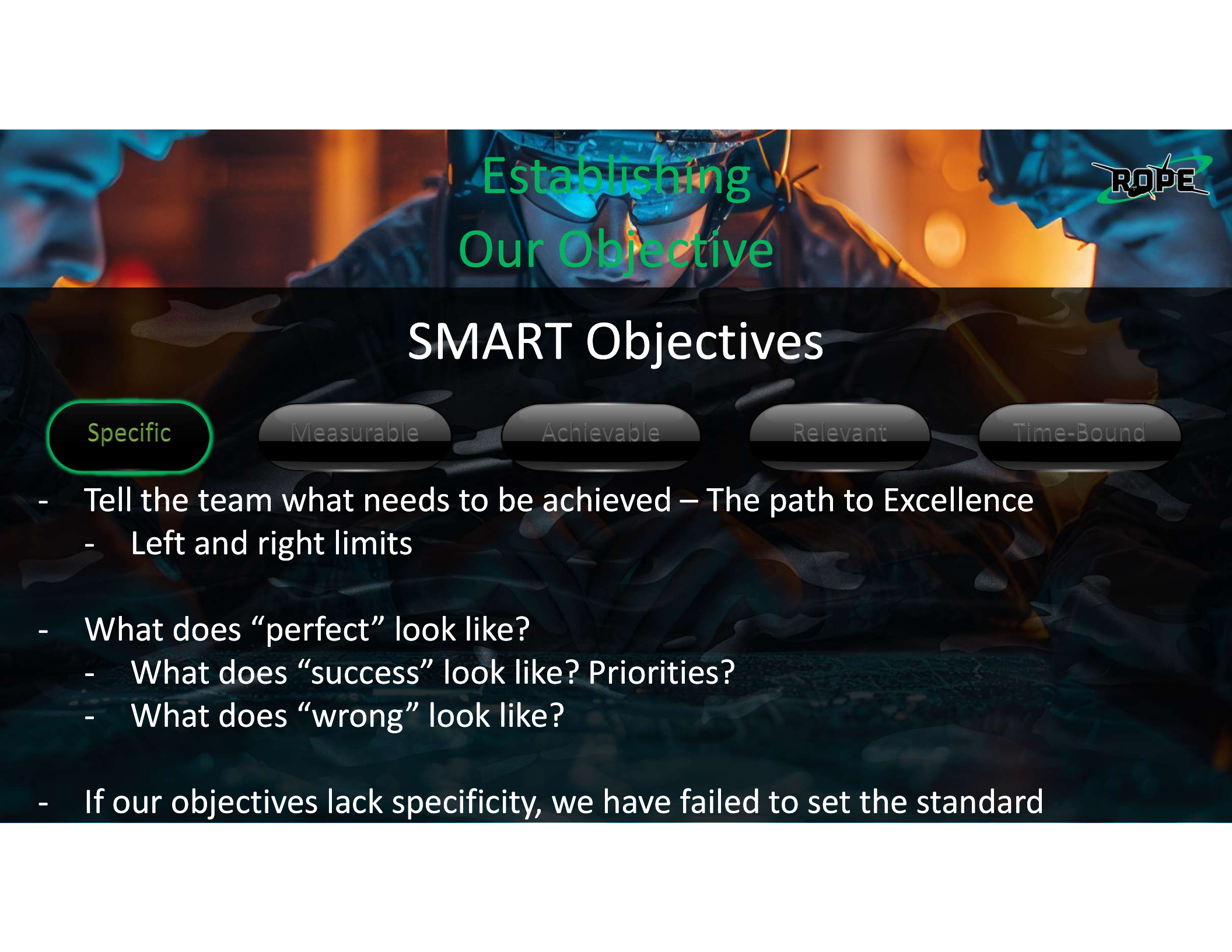
Specific

Measurable

Achievable

Relevant

Time-Bound



Establishing Our Objective



SMART Objectives

Specific

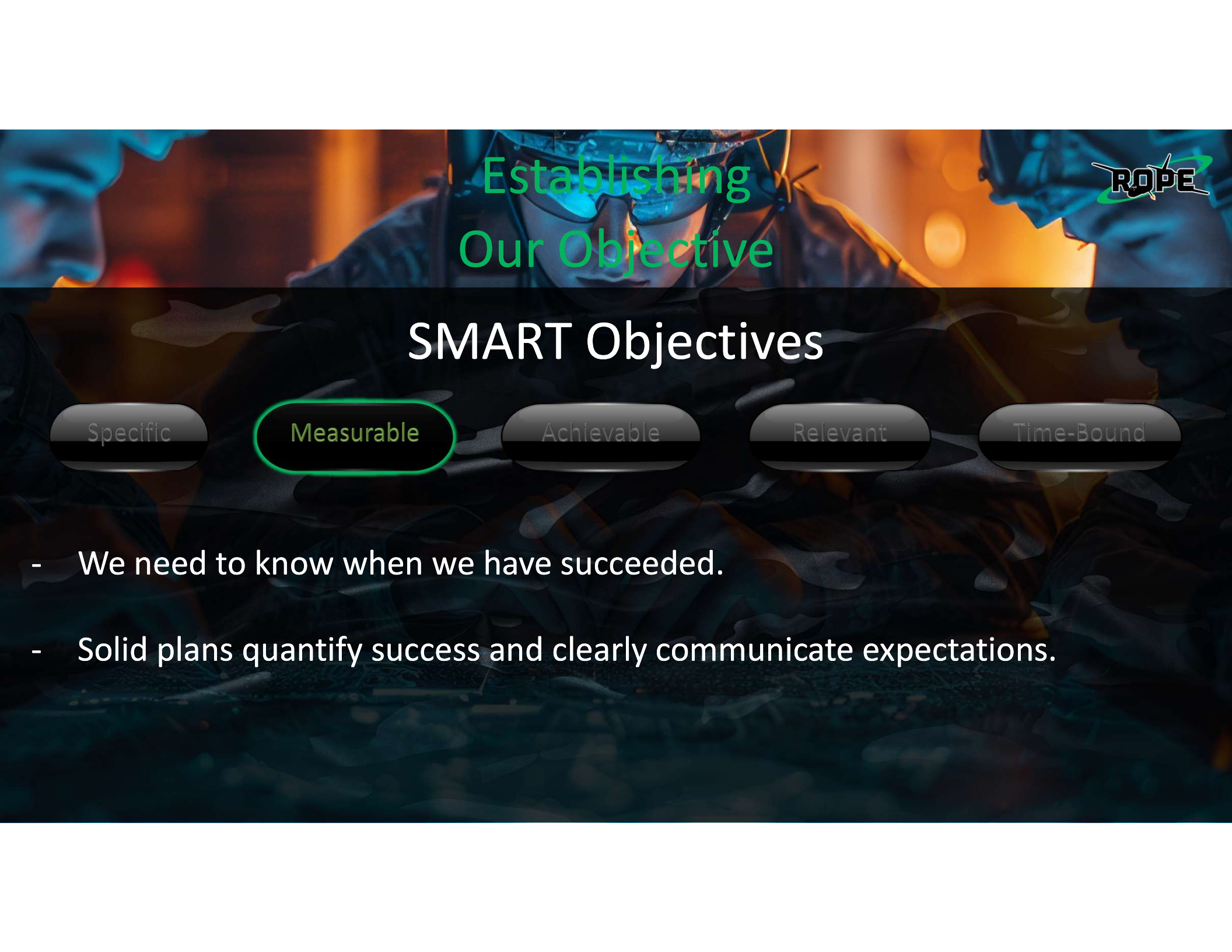
Measurable

Achievable

Relevant

Time-Bound

- Tell the team what needs to be achieved – The path to Excellence
 - Left and right limits
- What does “perfect” look like?
 - What does “success” look like? Priorities?
 - What does “wrong” look like?
- If our objectives lack specificity, we have failed to set the standard



Establishing Our Objective

SMART Objectives

Specific

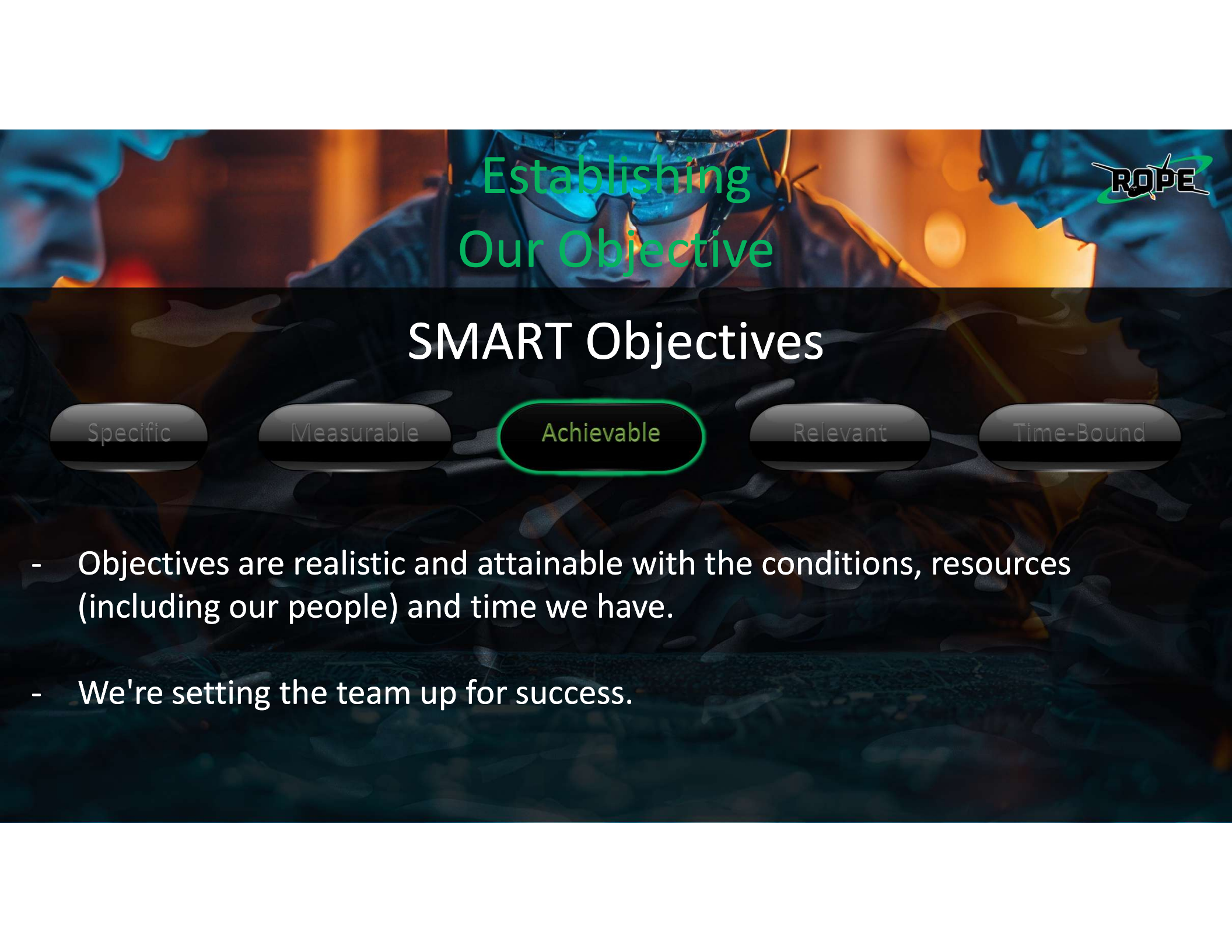
Measurable

Achievable

Relevant

Time-Bound

- We need to know when we have succeeded.
- Solid plans quantify success and clearly communicate expectations.



Establishing Our Objective

SMART Objectives

Specific

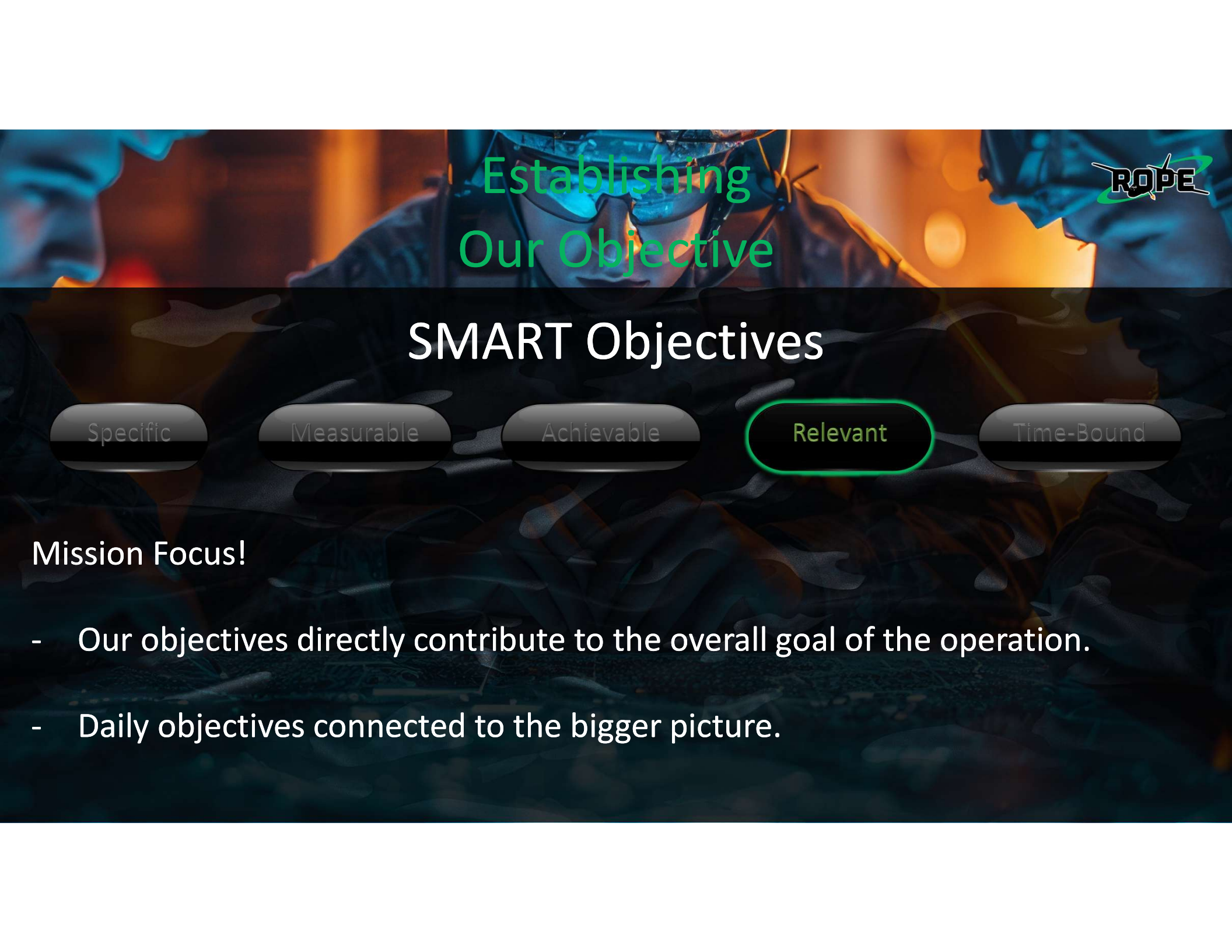
Measurable

Achievable

Relevant

Time-Bound

- Objectives are realistic and attainable with the conditions, resources (including our people) and time we have.
- We're setting the team up for success.



Establishing Our Objective

SMART Objectives

Specific

Measurable

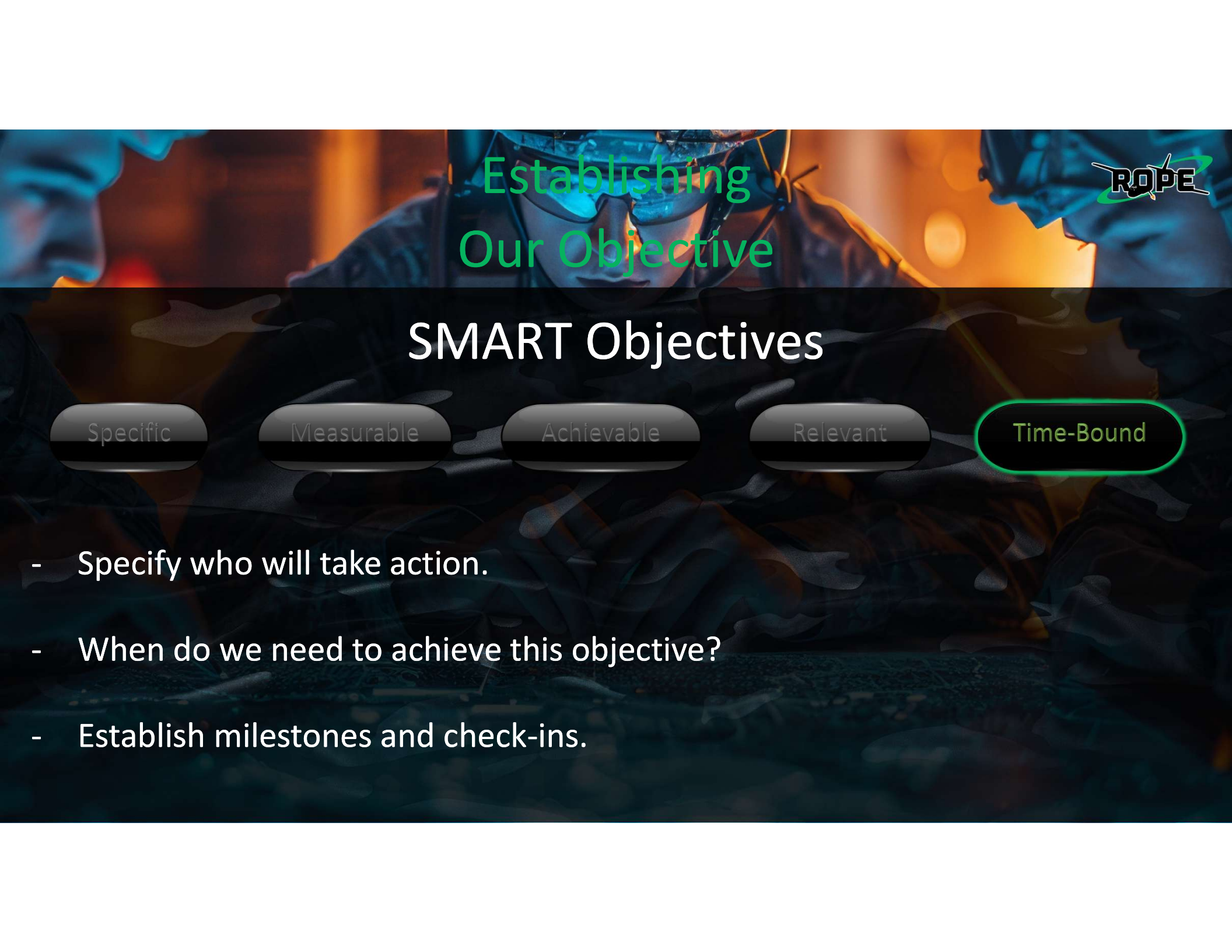
Achievable

Relevant

Time-Bound

Mission Focus!

- Our objectives directly contribute to the overall goal of the operation.
- Daily objectives connected to the bigger picture.



Establishing Our Objective

SMART Objectives

Specific

Measurable

Achievable

Relevant

Time-Bound

- Specify who will take action.
- When do we need to achieve this objective?
- Establish milestones and check-ins.

Establishing Our Objective



SMART Objectives | WHY?

Specific

Measurable

Achievable

Relevant

Time-Bound

Safety

Efficiency

Teamwork

Problem Solving

Planning Errors to Avoid

- Top-driven planning (not including workers)
- Planning in a vacuum
 - lack of expert involvement, missed coordination
- Not using “SMART” approach
- Using JSAs and PTWs as the only planning tool
- Lack of contingency plans, phases/cycles
- No plan to close feedback loops
 - No plan to debrief
 - No action plan to follow-up

Why do we brief?

Communicate and Confirm



Briefing



Proactive Communications



Speaker is interactive

Whole team has a role (active listener)

Briefing

Best Practices

- Agenda
- Assignments
- Confirm understanding
- Know your audience
- New team member, experience, proficiency, human factors, etc.

Briefing

Plan and Brief Key Elements

- Objective
- Resources & Time
- Procedures (and Steps to a Predictable Outcome)
- Risk Assessment & Mitigation
- Contingencies

Briefing



Adding Resilience

Cross Checks & Mutual Support

- QA verification of critical items/high risk tasks
- During high task load
- Processes/Permits/Checklists
- Eliminate single points of failure
- Additional personnel considerations
- Pre-tour/Handover preparation
- Planned and disciplined Debriefs

Execution

Brief

Debriefing

Adding Resilience Supervision

Execution

- Effective Supervisors:
 - Focus on big picture perspective (no micro-management)
 - Communicate to improve individual & team situational awareness
 - Use the plan to detect and manage change
- Senior Leadership:
 - Calm, Optimistic, Positive, Proactive (COPP)
 - Sets example and builds culture
 - Routine presence increases SA and knowledge of Team, Equipment, Environment, and Risk



What is a debrief? And why do we do it?

...and why are we generally really, really bad at it?

Debriefing



Don't find the fault, find the remedy. Effective debriefs focus on solutions, not blame.

— Henry Ford, Ford Motor Company Founder 1903

...An opportunity for leadership, ownership, accountability and learning from success and failure

Debriefing

When to Debrief?



Debriefing





Simple Debrief



If we were to do it again, would we do it the same, or
would we do something differently?

Debriefing

Operational Discipline Debrief

1. Did we achieve our Objective?
2. What went well?
3. What could we have done differently?
4. Lessons learned
5. Action items
6. Recognition

Debriefing

Debriefs in a HPT:

Standard template (structure, consistency)

Self and peer accountability – egos...

Document and follow-up (positive and negative)

Interactive: Open-ended questions

Whole team ownership: everyone involved in the job contributes perspectives during the Debrief!

Debriefing



Final Comments | Questions?