

OODA LOOP CHECKLIST

OBSERVE, ORIENT, DECIDE, ACT: A MILITARY APPROACH TO COPING IN A CRISIS

One highly effective tool used to help Western Militaries understand and improve their decision making in response to fast moving events is the concept of the [OODA loop](#). Each of the four phases (observe, orient, decide and act) is taken in isolation, improved in terms of both accuracy and time taken, and then recombined and run repeatedly as a cycle at pace to gain and retain the initiative. In Business Continuity Planning (BCP) there are events rather than enemies but the same approach leads to better (and faster) decision making. Here we outline some of the factors and considerations that apply in a BCP situation under the phases of the OODA loop that can help frame your thinking, particularly at the current time.

Receive information on the evolving situation

1. Are you in touch with regulators and local authorities?
2. Do you have an adequate flow of information about your business services and people across geographies?
3. Have you nominated someone to stay abreast of the latest information?
4. Is the effectiveness of the steps that you have taken so far being monitored?
5. Are there established communications with your third-party suppliers BCP functions?

OBSERVE

ORIENT

Understand what the information actually means

1. Do you understand their impacts over time?
2. Have you mapped critical functions and who is required to perform them?
3. Have you modelled the impact on your clients?
4. Are all factors around delivering services identified along with the sensitivity to them?
5. Is there a 'War Room' to keep track of your firm's status and act as a control point for all information?
6. Have you reviewed the information through the lens of legal entity?

Implement Decisions

1. Are there designated individuals who will ensure that decisions are actioned?
2. Are there clear communications to your teams, clients and suppliers on current impact and actions you plan to take in the future?
3. Are the steps you are taking straightforward?
4. Are you physically reinforcing those steps by restricting access etc. where possible?
5. Are you operating through the normal management chain?

ACT

DECIDE

Devise, evaluate and select courses of action

1. Is the right governance structure in place?
2. Have clear priorities been agreed and set for short and medium term?
3. Has one individual been assigned overall responsibility?
4. Do impacted areas all have representation?
5. Are the board and regulators being updated on a regular basis?
6. Have you considered how you will unwind the actions that you are taking?
7. Is information being logged on a timeline to allow for lessons learned?
8. Have you considered setting up a [red team](#)?
9. Does the plan account for situations in which key individuals are not available?

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