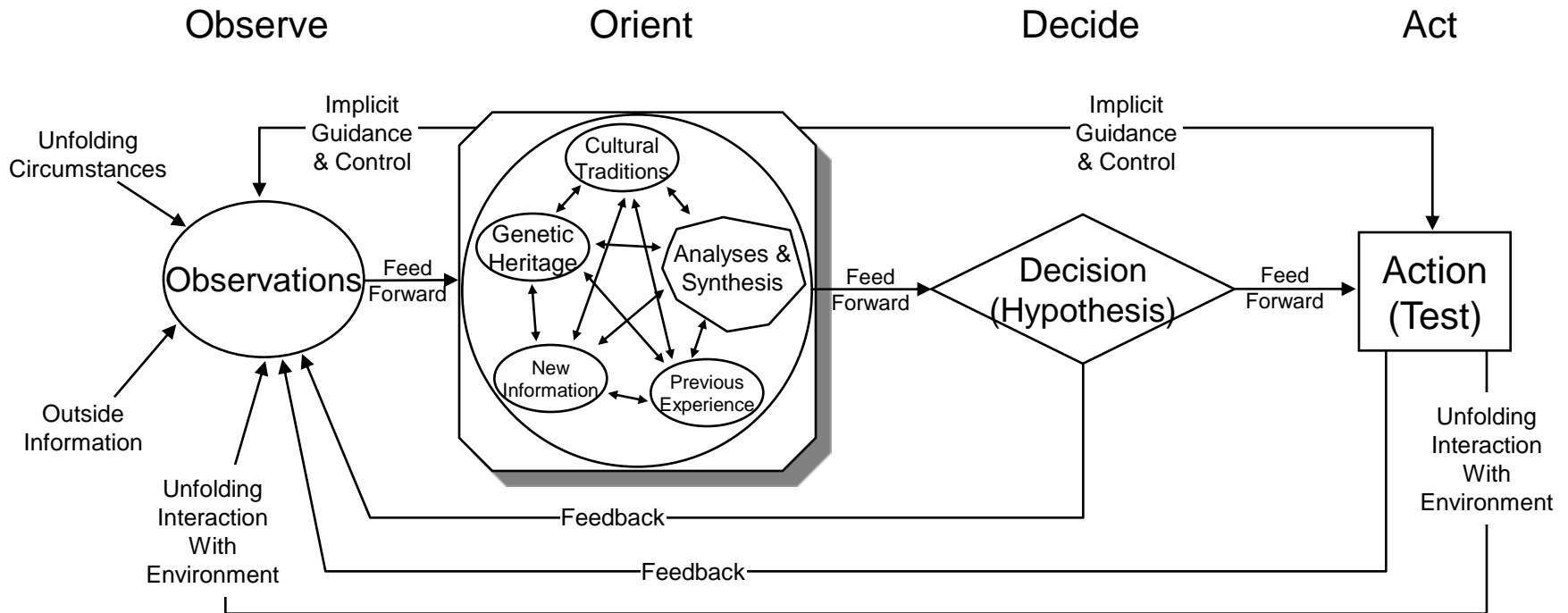


The OODA “Loop” Sketch

[A more printer-friendly version appears on page 7.]

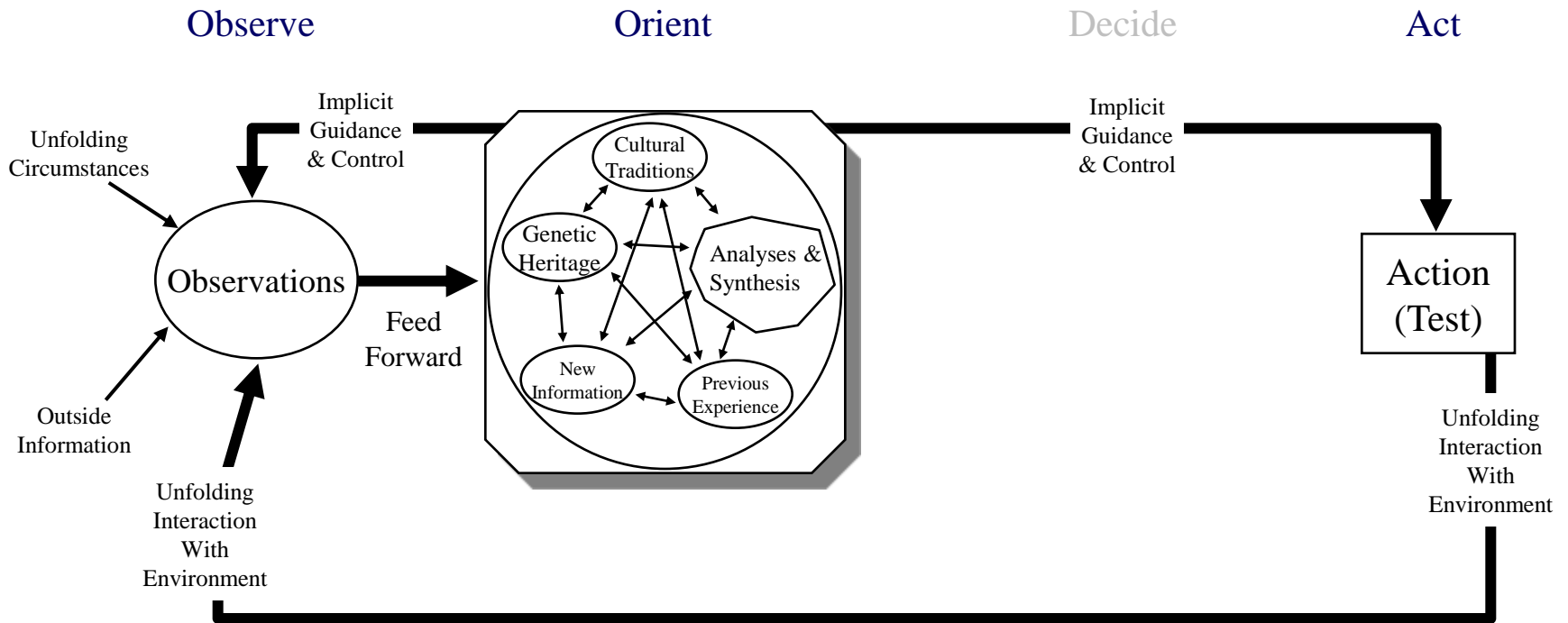


Note how orientation shapes observation, shapes decision, shapes action, and in turn is shaped by the feedback and other phenomena coming into our sensing or observing window.

Also note how the entire “loop” (not just orientation) is an ongoing many-sided implicit cross-referencing process of projection, empathy, correlation, and rejection.

Competitive advantage comes from quickness over the entire “loop,” not just or even primarily from the O-to-O-to-D-to-A sequence.

Pumping up OODA “Loop” Speed

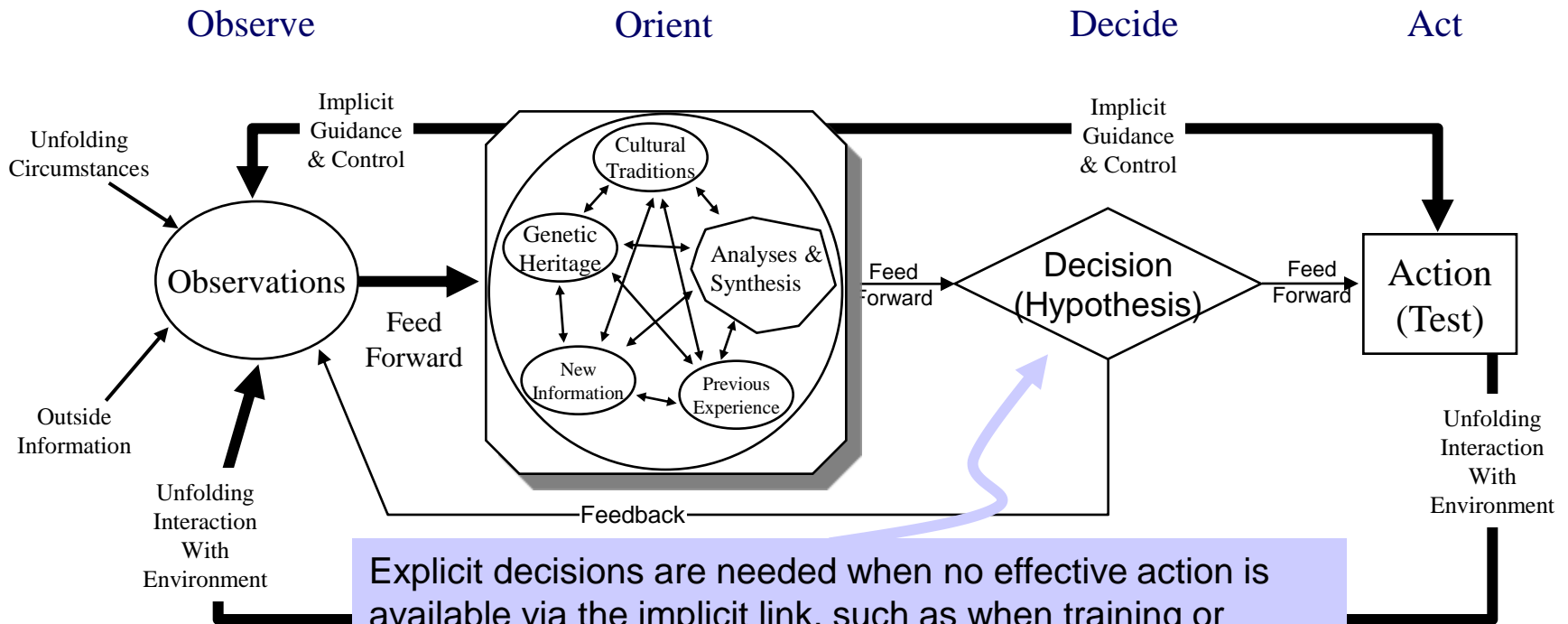


“Orientation is the *Schwerpunkt*.” *Organic Design*, 16.

“Emphasize implicit over explicit in order to gain a favorable mismatch in friction and time.” *Organic Design*, 22.

“Interaction permits vitality and growth, while isolation leads to decay and disintegration.” *Strategic Game*, 29.

Sometimes, You Just Have to Make a Decision



Explicit decisions are needed when no effective action is available via the implicit link, such as when training or experimenting.

However:

- Actions will still be influenced by (existing) implicit guidance and controls until these are reset by learning
- Explicit decision making and reorientation (learning) always take time

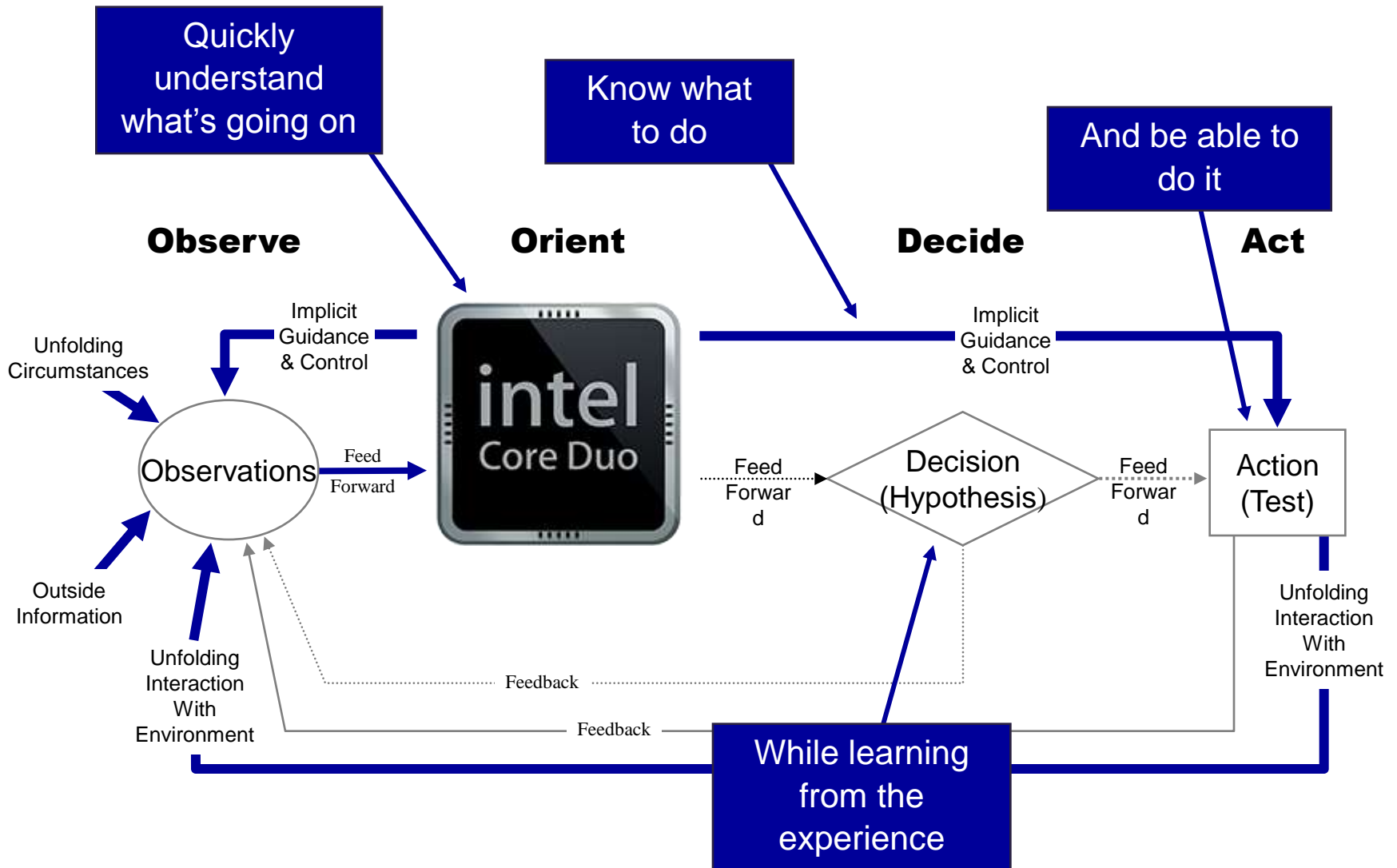
Operating Inside Their OODA Loops

- Definition:
 - Changing the situation more rapidly than the other side can comprehend.
- Typical effects:
 - “It’s like they’re moving in slow motion.” Boyd describing “operating inside opponents’ OODA loops.”
 - “It’s like you’re commanding both sides.” Common impression of a successful cheng / ch’i operation. [cheng - “orthodox, expected,” while ch’i - “unorthodox, unexpected, shocking.” By operating inside an opponent’s OODA loop, you will find it much easier to set up and exploit cheng / ch’i situations.]

For other typical and intended effects, please refer to
Patterns of Conflict, chart 132, available at:

http://www.d-n-i.net/second_level/boyd_military.htm#discourse

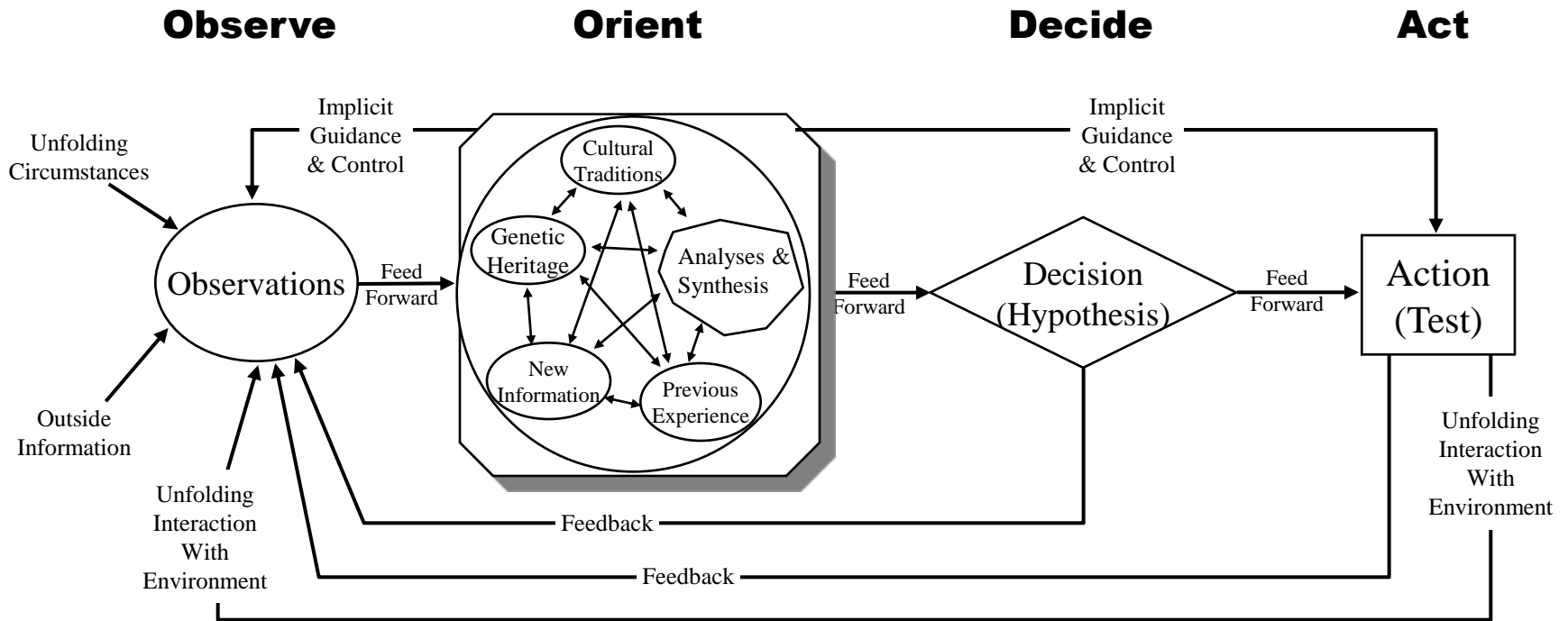
What OODA “loop” speed really means



Key Points:

- When you're doing OODA "loops" right, accuracy and speed improve together; they don't trade off.
- A primary function of management is to build an organization that gets better and better at these things.

Boyd's OODA "Loop" Sketch



Note how orientation shapes observation, shapes decision, shapes action, and in turn is shaped by the feedback and other phenomena coming into our sensing or observing window.

Also note how the entire "loop" (not just orientation) is an ongoing many-sided implicit cross-referencing process of projection, empathy, correlation, and rejection.

From "The Essence of Winning and Losing," John R. Boyd, January 1996.