

# Decision-Making in a Crisis

Preparing for Your Next Tech Disaster

# Who Am I & My Interest in Your Tech Decisions

I'm Jamie Popkin, full-time resident of Sweden (Maine) and formerly a Gartner Vice President and Gartner Fellow.

My role over the last five years has been to advise CIOs on how to best meet enterprise objectives through digital business leadership and technology vision.

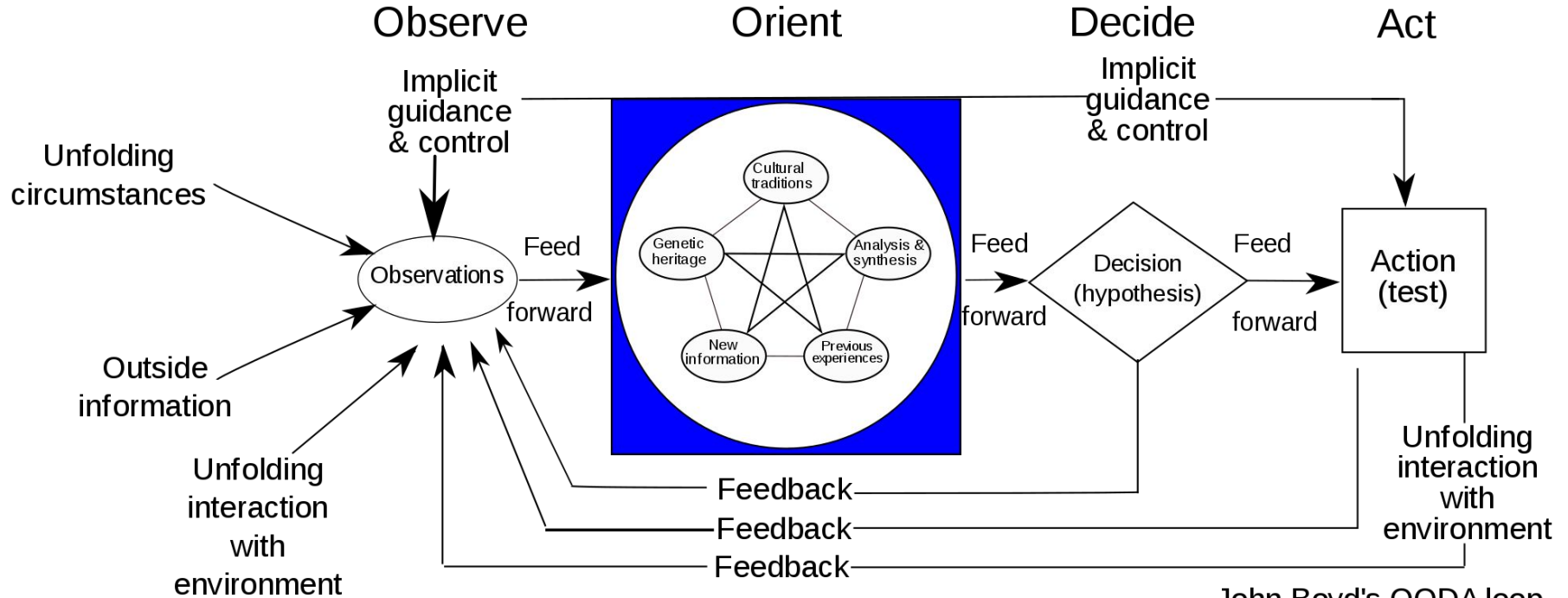
The acceleration of digital business has been turbo-charged by the COVID pandemic. Innovative and leading edge technologies surrounding work-at-home, online customer support and the move to all-digital commerce has overwhelmed the decision-making capabilities of many organizations.

In this session we will introduce an approach for applying Colonel John Boyd's OODA Loop to your decision-making processes.

# About Col. John Boyd & the need for a decision process

- ▶ Making Decisions at Mach 1 (343.2 meters/per sec)
- ▶ Col. John Boyd...
- ▶ The Observe ~ Orient ~ Decide ~ Act decision-making process - *The OODA Loop*

# Col. John Boyd's OODA Loop



John Boyd's OODA loop

Full diagram originally drawn by John Boyd for his briefings on military strategy, fighter pilot strategy, etc.  
Posted by Patrick Edwin Moran on [https://en.wikipedia.org/wiki/OODA\\_loop](https://en.wikipedia.org/wiki/OODA_loop). Accessed 2/15/2021.

# The Scenario at “Company A”

On a routine morning in June 2017, our teams in Europe (EMEA) and North America (NA) helped diagnose and respond, for our operating company (OpCo), to the NotPetya attack. The attack had begun a few hours before at about 10:00 BST/11:00 CEST spreading from networks in Central Europe through ours and that of our parent company networks.

# Observe

Who is observing

What is being observed

Why are there disagreements over what is being observed

# Orient

Is there a shared understanding of:

the problem

The options

Is the business model at risk or need  
modification

How does current strategic plan guide and does  
it need an update

# The Scenario - Actions and Results

Our ability to successfully respond came from 3 basic tenants:

- 1) Situational awareness.
  - a. We kept the network alive and visible. Aviate.
  - b. We used the tools we had to learn what was happening inside and outside. Navigate.
  - c. X, Y, Z Comms: To our team (x), end-users (y), and management (z). Communicate.
- 2) Scale and Internal IT structure.
  - a. We are a small OpCo with a small IT team.
  - b. Division structure is flat with no formality.

Observe  
& Orient



# The Scenario - Actions and Results

- c. Personnel have primary roles and documented additional roles.
  - d. Roles are, to a great extent, cross-trained with an ingrained expectation of involved, considerate action.
- 3) Internal IT communication, response discussion, and planning.
- a. While not as formal as perhaps I would prefer, we test our response ability.
  - b. We test communications including required company mobile devices.

Finally, though our parent company suffered substantial, months long damage, our OpCo was never down and lost, literally, no data and few physical assets.

# Decide

With new orientation come new decisions, how will these things be affected:

Customer experience

Budget and investments

Decisions tabled/decisions added

Architecture moves forced

# Act

How to transition to new/changed orientation

Which aspects of strategic execution capability need to be enhanced

How to communicate to the organization

# Recap - Rapid Fire OODA Loop

The goal is a quick, repeatable protocol for making decisions in a crisis situation.

*What types of situations have you encountered that may have benefitted?*