

PATTERN RECOGNITION

VARIETY + HEAR

SITUATION

A reliable Marine has gone quiet, missed small details, and snapped at a peer during a demanding training package.

DECIDE

What do you know? What are you assuming? Generate 3 plausible explanations and 3 actions.

INJECT 1

He says: "I'm good. Just tired." His roommate says he has been awake late every night.

INJECT 2

You learn his father was hospitalized. He hid it because he does not want to be pulled from training.

ADAPT // AAR

VARIETY + HEAR

AFTER ACTION

What changed in your mental model? What question opened the picture? How do you preserve agency and connection?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Expand the option set before a Marine feels trapped by one explanation or one path.

FRICTION

VARIETY + SHAPE

SITUATION

Your fire team is making small mistakes, tempers are short, and Marines are late. The easy answer is: standards are slipping.

DECIDE

Map the friction. What is controllable, influenceable, or simply must be endured?

INJECT 1

The team leader proposes another mandatory evening formation to restore discipline.

INJECT 2

The inspection cannot move, but you control how the squad prepares.

ADAPT // AAR

VARIETY + SHAPE

AFTER ACTION

**Did you mistake conditions for character?
What adjustment preserves standards while
reducing self-created friction?**

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Separate unavoidable friction from friction the team can change.

ORIENTATION

VARIETY + HARMONY

SITUATION

A junior Marine stopped offering ideas. One leader sees low confidence; another sees disengagement; a peer says his last idea was mocked.

DECIDE

Build 3 competing explanations. What evidence would strengthen or weaken each?

INJECT 1

He says: "You already know what you want. Why ask us?"

INJECT 2

Asked first at rehearsal, he spots a problem everyone else missed.

ADAPT // AAR

VARIETY + HARMONY

AFTER ACTION

**Whose perspective changed the picture?
What leader behavior makes valued voice
normal?**

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
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RESILIENCE AIM

Strengthen connection and shared understanding through valued voice.

DECISIVENESS

RAPIDITY + PROTECT

SITUATION

A normally steady Marine tells you: "I'm getting crushed right now." He will not elaborate and is about to leave for the day.

DECIDE

What must be decided now? What can wait? Choose an action and explain why.

INJECT 1

He becomes frustrated: "I said I'm fine. I shouldn't have said anything."

INJECT 2

He adds: "I just don't see how any of this gets better."

ADAPT // AAR

RAPIDITY + PROTECT

AFTER ACTION

What changed? How do you act early, preserve trust, and connect him with qualified support without pretending to be a clinician?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Act early, preserve trust, and connect real risk with qualified support.

TEMPO

RAPIDITY + INITIATIVE

SITUATION

In 20 minutes: the timeline moves left, a key Marine is lost to heat injury, and the route becomes unavailable.

DECIDE

You have 90 seconds. What matters? What can be delegated? What is the next useful move?

INJECT 1

The priority changes again. You now have 30 seconds.

INJECT 2

A team leader offers a workable adjustment before you issue detailed instructions.

ADAPT // AAR

RAPIDITY + INITIATIVE

AFTER ACTION

What remained valid? What changed? Did shared understanding let you move faster with less control?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Rehearse change so sudden friction does not become loss of control.

MORAL COURAGE

MORAL AUTHORITY + INITIATIVE

SITUATION

A corporal sees that the platoon's schedule creates a fatigue problem before a high-risk event. Senior leaders have already endorsed it.

DECIDE

Raise the concern in a way that supports the mission. What makes speaking difficult?

INJECT 1

A SNCO replies: "We've all been tired. Don't make this bigger than it is."

INJECT 2

The commander asks: "Fine. What do you recommend instead?"

ADAPT // AAR

MORAL AUTHORITY + INITIATIVE

AFTER ACTION

Did the leader increase or decrease the future cost of candor? How can dissent strengthen harmony?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Lower the social cost of candor, dissent, and early help-seeking.

COMBINED ARMS

HARMONY + VARIETY

SITUATION

A short-notice training event needs technical skill, clear briefing, organization, and judgment. No single Marine is best at all four.

DECIDE

Build a combined-arms solution from the people you have.

INJECT 1

The strongest performer says: "It'll be faster if I just do it myself."

INJECT 2

Two hours before execution, that Marine becomes unavailable.

ADAPT // AAR

HARMONY + VARIETY

AFTER ACTION

**Did you create capability or dependence?
Which combinations made the team
stronger than its parts?**

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Distribute load so Marines do not have to solve everything alone.

EXPLOIT THE ENVIRONMENT

VARIETY + ADAPT

SITUATION

Cold rain, poor visibility, and a facility cancellation break the training plan. The objective, safety standard, Marines, and four hours remain.

DECIDE

Generate 3 ways the changed conditions could create useful training value.

INJECT 1

The commander allows modification but not a lower learning or safety standard.

INJECT 2

A junior Marine proposes using the friction to rehearse communication and decisionmaking.

ADAPT // AAR

VARIETY + ADAPT

AFTER ACTION

What constraint was truly fixed? What opportunity appeared because the plan broke?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

See possibility inside changed conditions, not only loss of the plan.

SURPRISE + ASYMMETRY

VARIETY + INITIATIVE

SITUATION

A Marine is repeatedly late. The loop is predictable: lateness, lecture, promise, repeat. More intensity has produced no change.

DECIDE

Do not repeat the old response. Generate 3 different angles on the problem.

INJECT 1

You learn he drives 45 minutes because his carpool partner lost transportation and he refuses to leave him behind.

INJECT 2

He says he can solve transportation but needs help having the conversation.

ADAPT // AAR

VARIETY + INITIATIVE

AFTER ACTION

Where were you attacking the problem on its strongest ground? What strength was hidden inside the failure?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Build a larger repertoire when familiar responses keep failing.

CULMINATION

ENERGIZE + RAPIDITY

SITUATION

After several demanding weeks, pride is high but sleep is down, mistakes are rising, and Marines avoid downtime so they do not look weak.

DECIDE

What signals suggest the team is approaching culmination? What must be protected now?

INJECT 1

A respected NCO says: "We're Marines. We'll rest when this is over."

INJECT 2

The commander gives you a six-hour no-tasking window before the next event.

ADAPT // AAR

ENERGIZE + RAPIDITY

AFTER ACTION

Where is energy being spent without purpose? How do you restore capacity without lowering standards?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Treat recovery and energy as capacity for future adaptation.

RECONSTITUTION

PROTECT + ENERGIZE

SITUATION

A high-performing Marine returns after a difficult personal event. One leader wants to shield him from everything; another wants full load immediately.

DECIDE

Generate options between total removal and immediate full load.

INJECT 1

He says: "If you take everything away, I'm going to feel useless."

INJECT 2

He performs well in some tasks but struggles to concentrate in others.

ADAPT // AAR

PROTECT + ENERGIZE

AFTER ACTION

How do you protect while preserving agency, identity, connection, and meaningful participation?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Restore participation without turning temporary limits into identity.

LEARNING FASTER

FEEDBACK + ADAPT

SITUATION

The mission succeeded, but communication broke down and junior Marines saved the plan by improvising independently.

DECIDE

In 5 minutes: identify one thing to preserve, one assumption to change, and one behavior to rehearse.

INJECT 1

A Marine says: "We accomplished the mission. Why overthink it?"

INJECT 2

Run it again with one change: remove the squad leader from play.

ADAPT // AAR

FEEDBACK + ADAPT

AFTER ACTION

Did feedback change behavior? Did the team adapt faster on repetition? What becomes habit, and what remains judgment?

ASK THE TEAM

- What did we notice - and miss?
- What assumption drove the first decision?
- What changed when new information arrived?
- Where did we preserve or lose agency?
- What will we rehearse next?

RESILIENCE AIM

Convert experience into better judgment through feedback and repetition.

RUN THE DRILL

Pocket guide // 1 of 4

PRESENT - Read only the situation.

- GENERATE - Require multiple interpretations or actions.

- DECIDE - Commit: what, who, and why?

- INJECT - Reveal new information one card section at a time.

- ADAPT - Ask what changed and what must change now.

- REFLECT - Preserve one insight, change one assumption, rehearse one behavior.

Train judgment, not an answer key.

Reward a Marine who changes course for a good reason.

WHAT TO WATCH

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- VARIETY - More than one interpretation or response.
- RAPIDITY - Timely decisions and smooth transitions.
- HARMONY - Actions reinforce rather than interfere.
- INITIATIVE - Marines act within intent without unnecessary permission.
- MORAL AUTHORITY - Candor, dissent, and early help-seeking are safe enough to occur.
- FEEDBACK - New information actually changes the mental model.

Ask questions before giving conclusions. Draw out junior voices. Challenge premature consensus.

SHAPE

Pocket guide // 3 of 4

- SHAPE - Build trust, understanding, skill, and decision space before friction.
- HEAR - Seek weak signals, dissent, rising load, and hidden expertise.
- ADAPT - Change plan, pace, roles, support, or method as conditions change.
- PROTECT - Reduce avoidable harm; act early when risk rises.
- ENERGIZE - Restore capacity through purpose, strengths, rest, connection, and participation.

SHAPE is a leader lens, not a mechanical checklist. Energize is continuous.

AAR + SAFETY

Pocket guide // 4 of 4

What did we notice - and miss?

- What assumption drove our first
- decision?

What new information forced an

- update?

Where did we preserve or lose

- agency, initiative, or connection?

What will we do differently on the

- next repetition?