

RUN THE DRILL

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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

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- 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

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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?