

# Lesson 1 Progress Check

- Due No due date
- Points 100
- Questions 10
- Time Limit 15 Minutes
- Allowed Attempts Unlimited

## Instructions



This quiz checks your understanding of lesson concepts.

- This is a timed assessment.
- You are allowed multiple attempts.
- Minimum passing score is 80%.

Take the Quiz Again

## Attempt History

	Attempt	Time	Score
LATEST	<a href="#">Attempt 1</a>	7 minutes	70 out of 100

❗ Correct answers are hidden.

Score for this attempt: 70 out of 100

Submitted Nov 3 at 9:49am

This attempt took 7 minutes.



IncorrectQuestion 1

0 / 10 pts

Both operational art and operational design are important for successful planning.

Which of the following best describes either operational design or operational art?

- ☐ Operational art is one of several tools available to help the JFC and staff understand the uncertainty in a complex operational environment.
- ☒ Operational art supports a recursive and ongoing dialogue concerning the nature of the problem and an approach to achieve the desired objectives.
- ☐ Operational design is the cognitive approach by commanders and staffs to develop strategies, campaigns and operations to employ military forces.
- ☐ Operational design is the analytical framework that underpins planning.

This answer is incorrect. Please review Lesson 1, Objective 1.



IncorrectQuestion 2

0 / 10 pts

In Dr. Bert Frandsen's article, "An Introduction to Operational Design," he says that defining or framing the problem is an important step in operational design because it shapes the proposed solutions. Which of the following correctly describes defining the problem?

- ☐ Defining the problem begins with a review of tendencies and potentials of all the concerned actors and identifying tensions among the existing conditions and the desired end state.
- ☐ Defining the problem begins with identifying strategic objectives resulting in attainment of the strategic end state that should exist after the conclusion of a campaign or operation.
- ☒ Defining the problem begins with developing a graphic and narrative description that captures the history, current state and future goals of relevant actors in the operational environment.
- ☐ Defining the problem begins with how the US instruments of national power and other actions should address the various factors that comprise the gap between current and desired systems.

This answer is incorrect. Please review Lesson 1, Objective 1.



Question 3

10 / 10 pts

There are nine steps to the general methodology in operational design, and these steps are not necessarily sequential. Which of the following lists FOUR of the nine correct steps?



Identify assumptions needed to continue planning, develop options (the operational approach), refine operational approaches, and develop courses of action



Understand the strategic direction and guidance, understand the operational environment, define the problem, and develop options (the operational approach)

☐ Understand the strategic direction and guidance, understand the operational environment, define the problem, and develop plans and orders

☐ Understand the tactical direction and guidance, understand the tactical environment, define the problem, and develop courses of action

This answer is correct.



#### Question 4

10 / 10 pts

Crafting a problem statement is critical to solving the problem. What does the J7 Insights and Best Practices Focus Paper on Design and Planning identify as another characteristic of a well-constructed problem statement?

The problem statement should \_\_\_\_\_.

- ☐ be shelved to help the commander with creativity in completing the COA decision brief.
- ☐ mirror the mission statement because they are conceptually the same.
- ☒ account for current circumstances without trying to predict what future actions may occur.
- ☐ pose solutions to make mission analysis and COA development run more smoothly.

This answer is correct.



#### Question 5

10 / 10 pts

In the design and planning continuum, design deals with problem setting while planning deals with problem solving. Which statement is correct regarding design and planning roles?

Design \_\_\_\_\_

- ☐ directs planning, preparation, execution and assessment while planning develops understanding.
- ☐ patterns and templates activity while planning is conceptual and paradigm setting.
- ☒ questions assumptions and methods while planning develops products.
- ☐ is a commander-driven process while planning is a commander-driven dialogue.

This answer is correct.



Question 6

10 / 10 pts

The article by Grant Martin, “A Tale of Two Design Efforts (and why they both failed in Afghanistan),” discusses several lessons from his experience with operational design. Which of the following is a lesson Maj Martin concluded from his design efforts.

A leader \_\_\_\_\_

- ☐ can conduct design from a headquarters because a full design effort means planning, not action.
- ☒ has to be involved in a personal way by leading, supporting and providing direction.
- ☐ has to build a design team with operations personnel from select staff function within the US forces.
- ☐ needs to be comfortable inserting his/her own opinions versus merely managing the meeting.

This answer is correct.



Question 7

10 / 10 pts

What is the commander's role in operational design?

- ☒ All answers are correct.
- ☐ Commanders distinguish the unique features of their current situations to enable development of innovative or adaptive solutions.
- ☐ Commanders use the knowledge and understanding gained from operational design to provide commander's guidance.
- ☐ Commanders encourage discourse and leverage dialogue and collaboration to identify complex, ill-defined problems.

This answer is correct.



### Question 8

10 / 10 pts

Strategic guidance is essential to operational art and operational design. What should strategic guidance do?

Strategic guidance should \_\_\_\_\_

- ☒ define what constitutes victory or success.
- ☐ disseminate SecDef and AF Chief of Staff priorities.
- ☐ identify forces and resources to achieve tactical objectives.
- ☐ provide short-term and intermediate objectives.

This answer is correct.



### IncorrectQuestion 9

0 / 10 pts

In the Celestino Perez, Jr., article, "Errors in Strategic Thinking: Anti-Politics and the Macro Bias," he discusses four biases in American strategic thinking. Distinguish the correct bias(es) below.

- ☐ The Macro Bias equates to the military believing their role is to fight wars versus thinking about political outcomes.
- ☐ The Compartmentalization Bias integrates expert perspectives in their analyses, including stakeholders and scholars.
- ☒ All answers are correct.
- ☐ The Levels Bias is a derivative bias relating to the centrality that levels play in thinking about strategy.

This answer is incorrect. Please review Lesson 1, Objective 3.



### Question 10

10 / 10 pts

Harry Yarger describes the strategic environment as always in a greater or lesser state of dynamic instability or chaos, which is characterized by four earmarks (VUCA). Which of the following is NOT an earmark listed by him?

- ☒ Clarity
- ☐ Ambiguity
- ☐ Volatility
- ☐ Uncertainty

This answer is correct.

Quiz Score: 70 out of 100