

what happened is required. However, as we understand more about the space, our previous experience and practices grow in this area. So, whilst our first pass through the OODA loop means we just do and check, further loops allow us to start to plan, then do, check the result and act to update our practices. This is PDCA. As our experience, practices and even measurements grow then our decision process itself refines. We can concretely define the event, we can provide expected measurements, we can analyze against this and look to improve what is being done and then control the improvements to make sure they're sustainable. This is DMAIC. The OODA loop can result in very different behaviours from just trying something out to DMAIC depending up how much experience and heritage exist with what is being managed i.e. how evolved it is and how familiar and certain we are with it. I've summarised this in figure 242.

*Figure 242 — JDI to PDCA to DMAIC*