Figure 7: The DM3 matrix for DMSCupol.

When structured in this way, the DM3 matrix gives a overview for the commander where it is possible to determine in a rapid and comprehensive manner the stated objectives (presented in the left-hand column of the matrix) and the staff analysis and development of the *How's* to achieve those objectives(presented in the upper row of the matrix). This is indicated by all the dots in the matrix. The dot signifies a *Why* and its colour indicates the importance of that *Why*. The dot is relating a *What*, (left-hand column) to a specific *How*, (located in the upper row of the matrix.).

Inspection of the clustering of all the (colour-coded) dots in the DM3 matrix permits a commander and his staff to identify the possible concentration of dots in relation to achievement of specific objectives. Such a review might lead to that *What*, and perhaps no other *What* objectives, receiving increased attention. Or if inspection reveals that a listed objective does not have a *Why* linked to a *How* it is possible to question why was the task (the *How*) listed and to provide additional information as needed.

By having two views or perspectives of all the *What's* to do comparable to all the *How's* to conduct and the linking of the *What's* to appropriate *How's* with the use of the dots in the matrix, it is possible to provide an overview that permits one to see *Why* a *What* to do has its *How* to do it. A user can use the overview of the Operational Score and the DM3 Matrix to develop a better understanding through the use of two perspectives on the same data than if only presented with a single perspective.

During the group modelling procedure in the staff when the shifting between COA score and the DM3 view, Figure 7, it may be possible for the staff to define indicators that signify that a specific task is producing the required effect. By placing the indicator on the row just under the rows of all the *How's*, in the upper portion of the matrix we give an overview for the staff when they are moving over from Operational Score (Figure 5) to the DM3 matrix (Figure 7). By defining and placing the indicators in the DM 3 matrix, Figure 7, it is possible to create a control panel for execution of operational plans. In this panel data from the battle