

provide a better view of the overall COA within DMSCupol for the Commander, planning staff, and others.

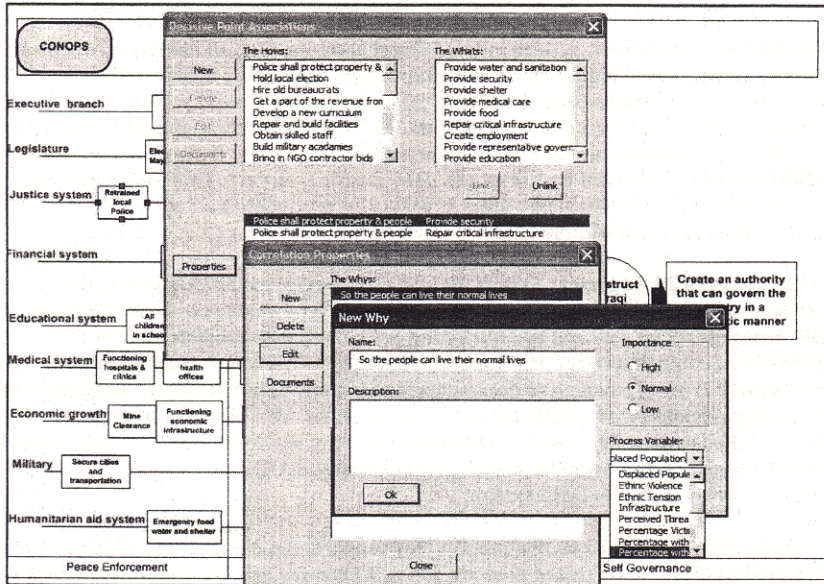


Figure 6: A DMSCupol screen shot, showing the editor and indicators definition capabilities.

THE DECISION-MAKING MATRIX 3, DM3, CONTAINS LISTS OF INDICATORS

One view of the results of the operational planning activities is provided, as described above, by inspection of the Operational Score. Another view can be provided by inspection of the DM 3 Matrix (Figure 7). Construction of the DM3 matrix involved ordering the COA data into rows and columns. At the left of the Figure, the column contains all the *What's to do*, consisting of the staffs' perceived and complete list of operational objectives that has to be undertaken. Comparing this with NATO procedure support tool³ provided guidance on the sorting of three different defined objectives that had to be achieved, for example. The upper row of the DM3 matrix provides a list of all the *How's* that would be developed by the staff officers during the planning process.

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