



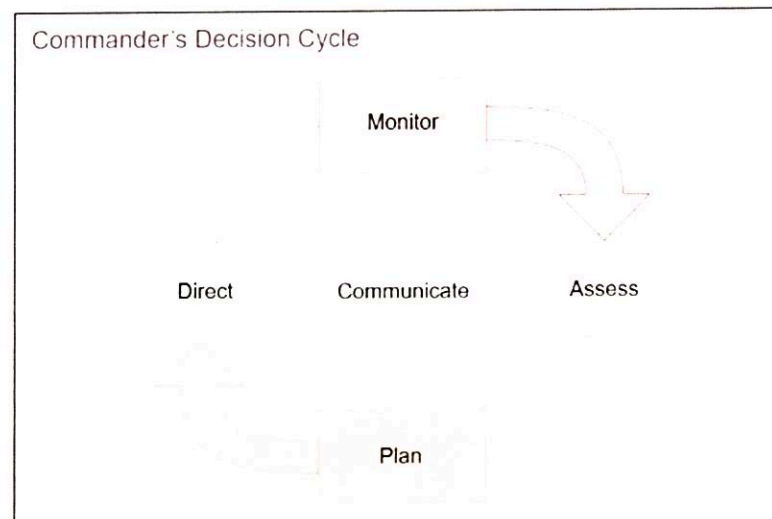
# **(U) USCYBERCOM Battle Rhythm**

## **(U) Introduction to USCYBERCOM Battle Rhythm**



## Understanding the Commander's Decision Making Cycle

- The Commander's Decision Making Cycle is a command and control management process
- Continually adjusts commander's planning and directing activities





# Why have a Battle Rhythm

- **Support the Commander's Decision Making Cycle**
  - ...provide **KNOWLEDGE** to the Commander
  - ...increase shared **understanding**
  - ...establish **repeatable** processes
  - ...create **predictability** within the command
  - ...enhance information flow and **institutional knowledge**
  - ...account for **requirements** of Higher Commands
- **Increase shared understanding across the staff**





## **What is a Cross-Functional Event?**

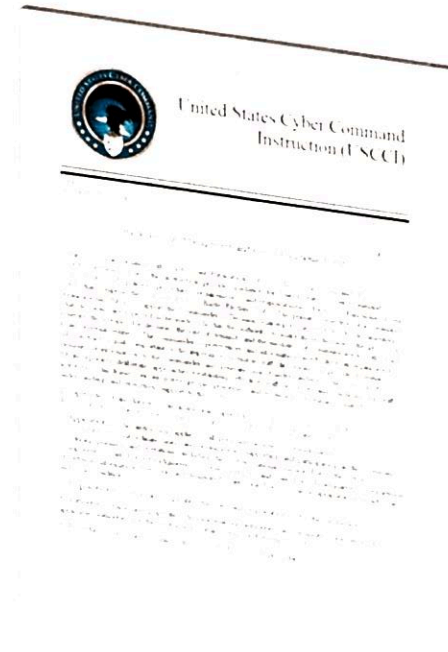
**A cross-functional event (CFE) is the term used to describe events or processes that facilitate coordination, synchronization, planning, and information sharing between principal staff directorates enabling the commander's decision-making cycle (CDMC). Not all events that will use the 7MD and associated tools will be a CFE.**



# Organizational Battle Rhythm Instruction/Policy

**Battle Rhythm Management and Cross-Functional Events instruction: covers the high-level operational guidance for execution of the battle rhythm.**

- Roles and Responsibilities
- Terms of Reference
- Battle Rhythm Procedures
- Crisis Action Battle Rhythm
- Battle Rhythm Tools
- Assessments







## Asking the right questions

- ❖ **What are the decisions we expect to be made?**
- ❖ **Who has the authority to make those decisions?**
- ❖ **What processes “tee-up” those topics for decision?**
- ❖ **What is the rate of demand (frequency) for those decisions?**
- ❖ **How do we receive and deliver decisions to external entities?**



## Seven Minute Drill Information

***Why:*** are we investing resources?

***Who:*** has authority to conduct the meeting and who is required to attend (listed by position/organization, not person)?

***What:*** are the required Inputs and Outputs?

***Where:*** is the meeting going to take place?

***When:*** is the meeting going to take place, at what frequency?

***How:*** are we going to manage the data, decisions, information?



# Seven Minute Drill Information

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## Cross-Functional Event Name (Acronym)

*Descriptive and unique name of the event typically identified as a Command Board, Functional Board, Planning Team, Group, or Working Group*

Why

**Purpose:** Provide a clear description of the event responsibilities, authorities, and information exchange requirements it supports. Describe the specific decisions and products, recommendations, or types of staff guidance this event provides, and what campaign line of effort this event supports.

**Chair:** Identify who has authority to conduct the meeting. This is often not the same as the Facilitator OPR. Also identify by position who can take the meeting in the absence of the Primary Chair member, which becomes important with decision boards.

**Facilitator:** Identify the Office of Primary Responsibility (OPR) that will receive, compile, and deliver information on behalf of the event participants. This is typically also the person (listed by name) responsible for keeping the 7MD information updated.

**Event OPR:** Identify the OPR that will receive, compile, and deliver information as inputs, compile and disseminate minutes, and/or follow-up communications for the Facilitator, and conduct programmatic review.

**Members:** Identify who will attend. Membership should be identified as positions identified on the 7MD or as specific as possible.

Who

**Location:** Bldg. ###, Rm ###

**Time:** TTTT (Z) (Include appropriate time zone designator to minimize confusion of outstations around the globe.)

**Frequency:** Day of Week + Weekly, Monthly, Quarterly, etc.

*Allocation of resources (time and facilities), and any collaborative tool requirements such as DCS Sessions/rooms or VTC equipment needs to support the event. These events should be cross checked with the command room scheduling tool and J6 equipment support scheduling tools.*

**7MD Last Reviewed by OPR on:** DD Month YYYY

**7MD Last Approved by CoS on:** DD Month YYYY

Where

When

What

INPUTS (products)	From (Whom or Event)	Suspense	Method of Delivery
Topic Slides	XXX OPT	Event - 48 hrs	SP Upload
Guidance/Decisions	XXX Board	Event - 48 hrs	
Running Estimates	All Staff	N/A	In hand at event
OUTPUTS (products)	To (Whom or Event)	Suspense	Method of Delivery
Draft Meeting Minutes	Chair	Event + 24 hrs	Email
Final Meeting Minutes	CoS	Event + 48 hrs	CoS Tracker/Even on SP
Updated Topic Slides	XXXX Board Facilitator	Event + 72 hrs	SP Upload
Updated Running Estimates	All Staff	N/A	Backbrief JDR as Req

### Key Tasks

- ☐ Technical Rehearsal (verify required equipment functions) (Facilitator)
- ☐ Meeting Agenda Posted (Facilitator)
- ☐ Security Clearance check on Attendees (Facilitator)
- ☐ Roll Call of Required membership (Facilitator)
- ☐ Chair Opening Comments
- ☐ Review of current Authorities/Guidance/Decisions (Chair)
- ☐ Review/Update outstanding RFIs/tasks (XXX)
- ☐ Unique Agenda Topics/Items (specific/rotating topics) (XXX)
- ☐ Confirmation of Guidance Received/Decisions (Facilitator)
- ☐ Chair Closing Comments

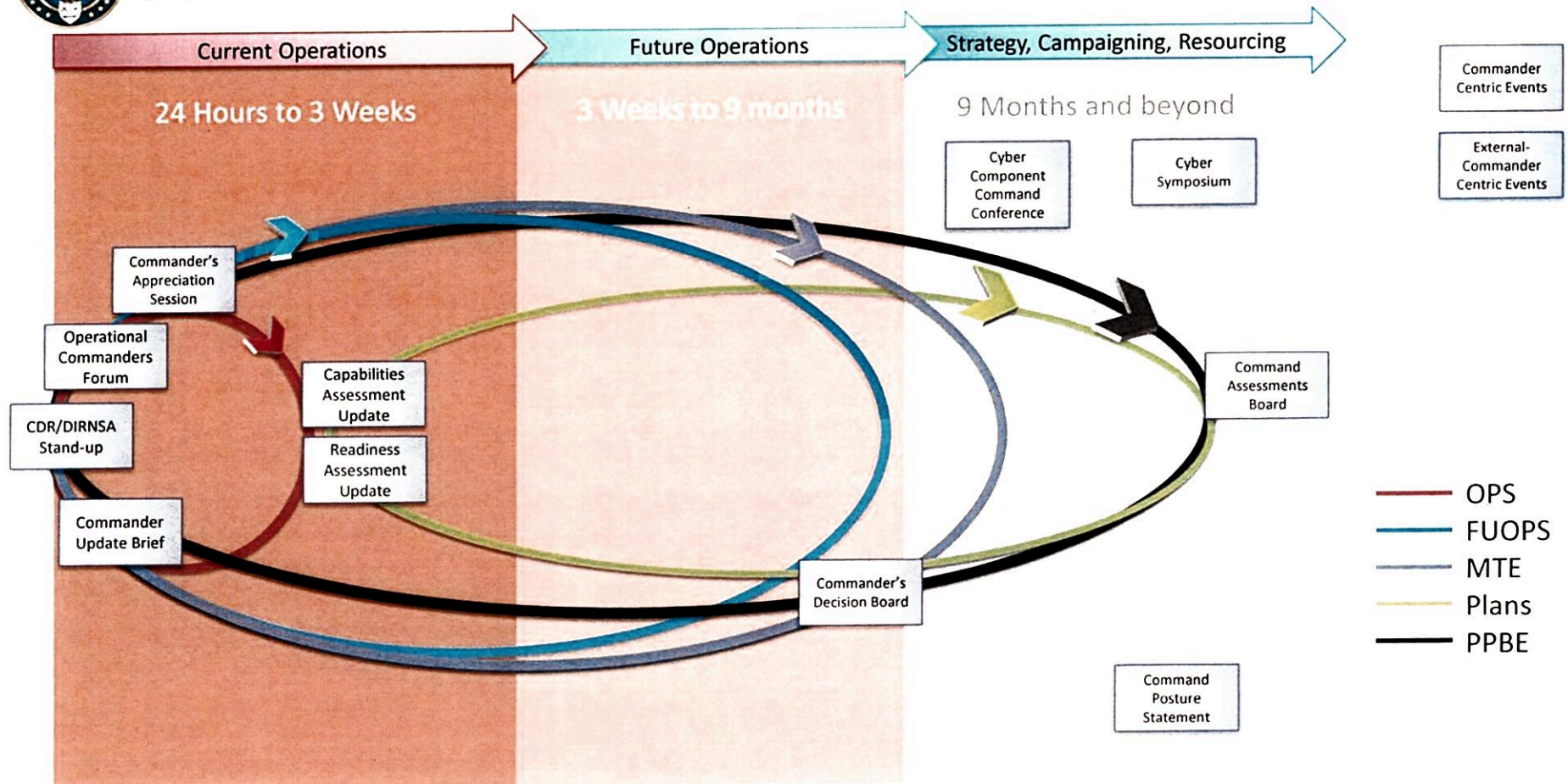
How

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# (U) Current Commander Events & Decision Cycles within Event Horizons

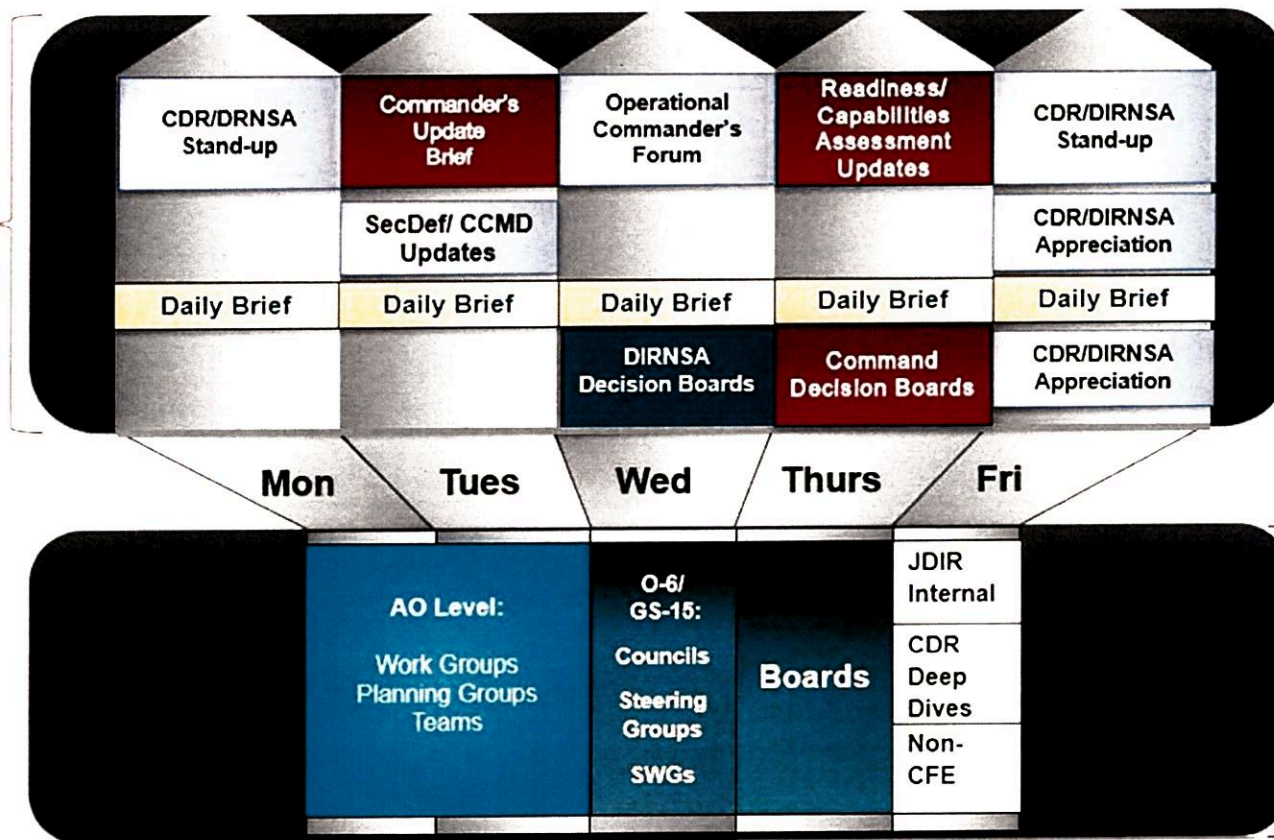


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# (U) Commander's Weekly Battle Rhythm

Commander's  
Battle Rhythm  
Events



Joint Event

USCYBERCOM

NSA

JDIR led  
supporting  
Battle Rhythm  
Event blocks

Graphic is U//FOUO



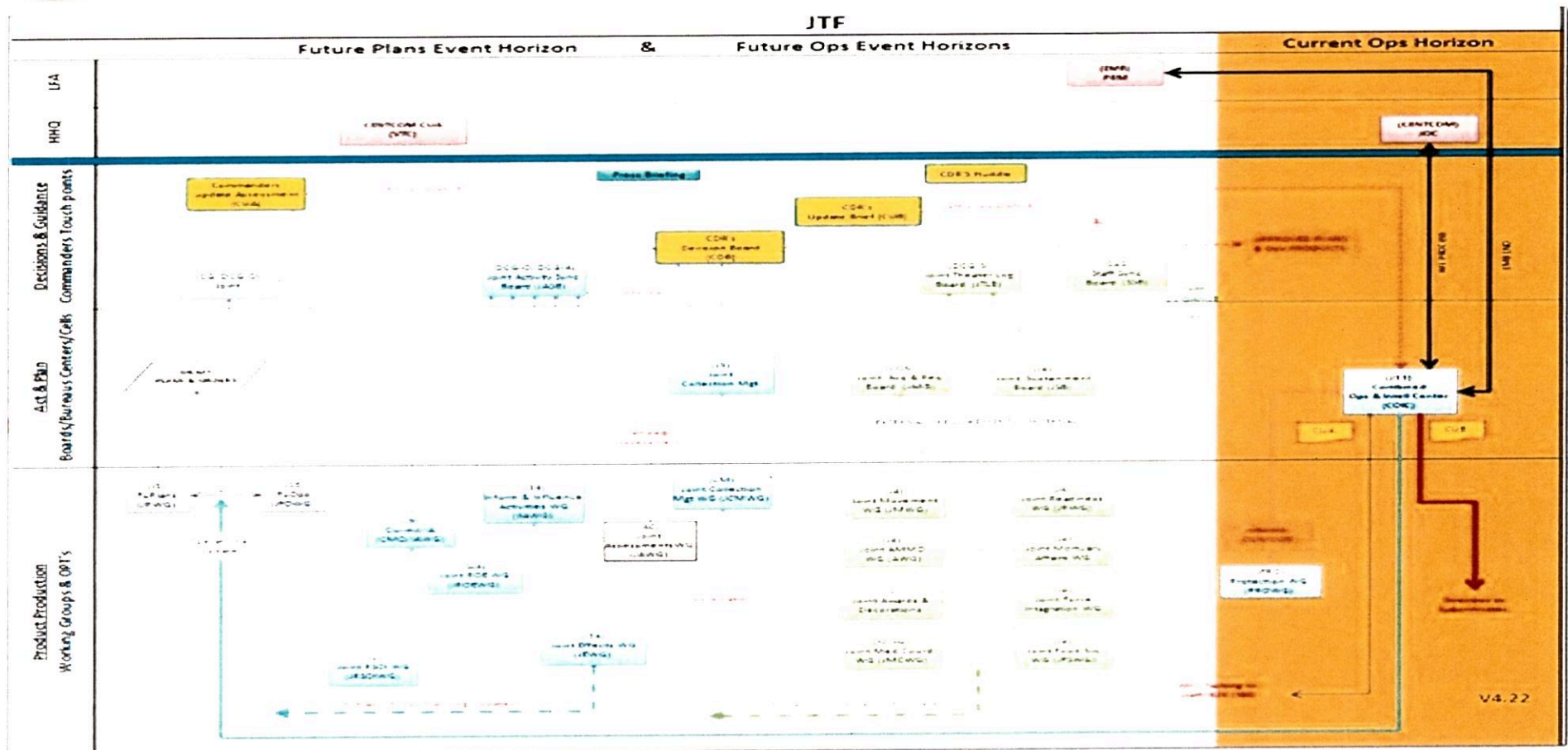
# Understanding an Information Flow Diagram

- **supports institutional knowledge and prevents silos**
- **visual representation of cross-functional events**
- **maps input and output flows leading to decisions**
- **identifies activities through functional grouping**
- **supports resource utilization and contingency planning**





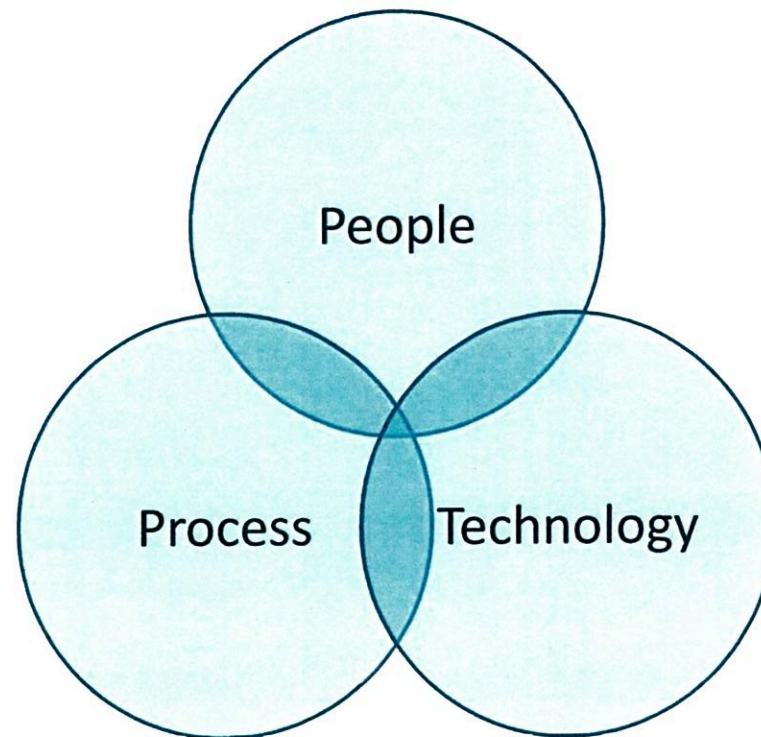
# (U) Understanding an Information Flow Diagram







# Build Upon Knowledge Management Best Practices





# Build Upon Knowledge Management Best Practices

## Process

**Change Management:** Any change to the Battle Rhythm, be it an addition, subtraction, or modification, follows the same functional and technical path to approval. All three processes follow the same path to USCYBERCOM Chief of Staff approval.





# Battle Rhythm Program Health Assessments

**Successful implementation of Battle Rhythm Program Health Assessments represents a significant indicator of program maturity. These assessments leverage the Battle Rhythm change management process.**



- data-driven reporting of meeting effectiveness, attendance, timeliness
- transparent schedule of assessment for all cross-functional events
- identifies gaps and opportunities for continuous program improvement
- supports resource utilization and reinforces purpose-driven activity



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# Questions?

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