P-DRIVEN

# P-DRIVEN Operational Guide

Reference for Active Use


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|---|---|
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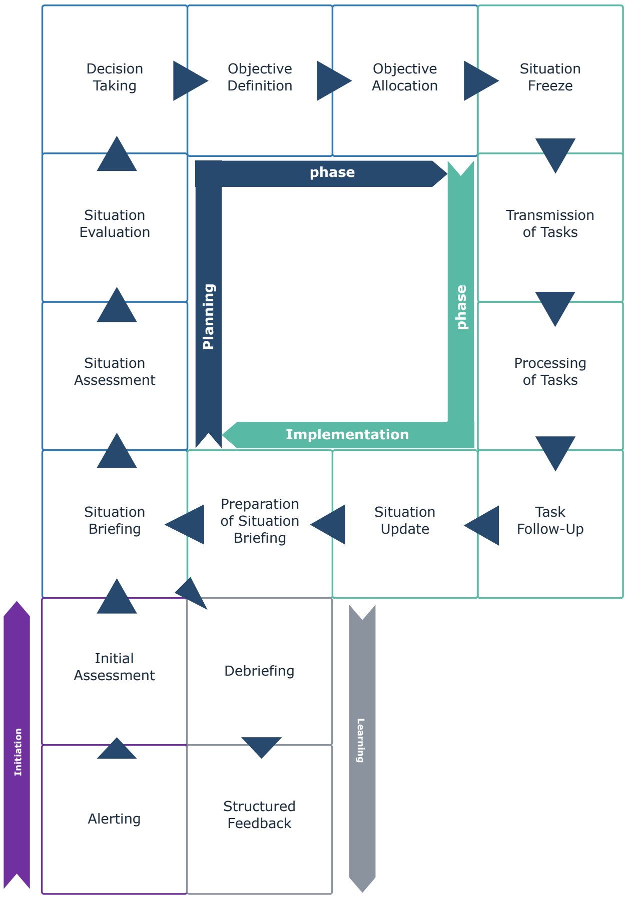
| Version | 1.0 |
| Datum | 31.03.2026 |


p-driven.org

# A · Quick Reference

> *This Operational Guide corresponds to P-DRIVEN Workbook v1.0 (31.03.2026).* ***First activation?*** *Start with Situation Card E.1 (Declaring an Incident), then proceed to Step 1 — Alerting.*

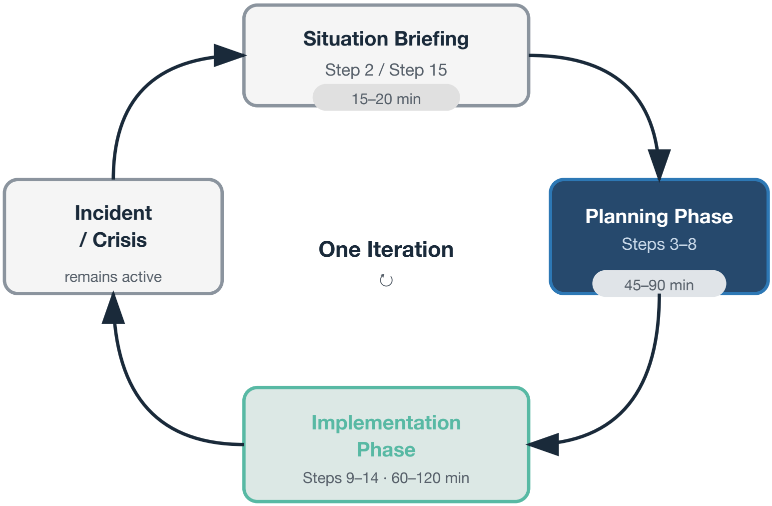



The Problem-Solving P structures collective problem-solving through four phases and sixteen steps. Each activation runs at least one full iteration cycle. The sequence is non-negotiable.

## 1.1 How the P Works in an Activation

- The first iteration begins after the Initial Assessment with the first Situation Briefing.
- Each new iteration is triggered by the Preparation of the Situation Briefing at the end of the Implementation Phase.
- The Situation Briefing aligns the team on the current situation before each Planning Phase.
- The Learning Phase begins once — after the Owner declares deactivation.
- The iteration cycle ends when the Preparation of the Situation Briefing confirms that the activation criteria are no longer met.

**Iteration Cycle**




Repeat until Owner declares the end of the incident or crisis

## 1.2 Navigation & Symbols


| Color | Phase |
|---|---|
| Purple | Initiation |
| Navy | Planning |
| Teal | Implementation |
| Grey | Learning |

> ***Note:*** *This Guide is designed exclusively for active use during incidents and crises. For training design, exercise planning, and qualification requirements, refer to the P-DRIVEN Workbook, Parts IV and VI.*

### 1.2.1 Team Levels

| Level | Team | Led by | Scope |
|---|---|---|---|
| Operational | IMT (Incident Management Team) | Owner + Facilitator | Single-domain incident |
| Domain | DRT (Domain Response Team) | Domain Owner + Facilitator | One domain within a crisis |
| Strategic | CMT (Crisis Management Team) | Owner + Facilitator | Multi-domain crisis coordination |

The Personal Identity Principle applies: a Domain Owner in the CMT is the same person as the Owner of the corresponding DRT.

# B · Roles

## 2.1 Owner

### OWNER

Leads the team. Owns all decisions.

**Mandate:** The Owner carries functional responsibility for the problem space addressed by the team and is the final decision authority at defined points in the Problem-Solving P.

**Responsibilities:**

- Functional leadership of the team
- Decision-making at defined points: Situation Evaluation, Decision Taking, Objective Definition, Deactivation
- Representation of the team toward the regular organization and, at CMT level, toward executive leadership
- Assignment and coordination of Supporters (IMT/DRT) or Domain Owners (CMT)
- Declaration of the activation state and its termination, subject to the Facilitator's veto right

**Authorities:**

- Directive authority over all personnel involved in the activation within the team's scope
- Authority to assign ad-hoc tasks without prior approval chains
- Budget authority for ad-hoc expenditures up to a predefined limit
- Authority to expand or reduce the team composition
- Right to escalate directly to executive leadership

> ***During activation:*** *The Owner leads through objectives and decisions — not through direct execution. The Owner follows the Problem-Solving P, trusts the Facilitator's process authority, and delivers the Situation Briefing at the start of each Planning Phase.*

## 2.2 Facilitator

**FACILITATOR**

Guards the process. Holds the veto.

VETO

**Mandate:** The Facilitator carries methodological responsibility for the team and safeguards the sequence, discipline, and integrity of the Problem-Solving P at all times.

**Responsibilities:**

- Methodological leadership and moderation of the Problem-Solving P
- Active monitoring of compliance with the defined sequence and methods
- Exercising the veto right when process integrity is at risk
- Maintenance of Board 3 as the authoritative execution tracking instrument — only the Facilitator moves cards on Board 3
- Preparation of each Situation Briefing cycle: finalizing Board 3, creating board records, photographic documentation
- Remaining in the coordination space during the Implementation Phase

**Authorities:**

- Veto right against violations of established methodology, defined procedures, or formal authorities
- Veto right against premature deactivation
- Authority to require the use of defined methods and tools
- Authority to address team members on methodological requirements and to intervene when compliance is lacking

> ***During activation:*** *The Facilitator does not execute, does not contribute domain expertise, and does not leave the coordination space during the Implementation Phase. The Facilitator's value is process enforcement — not content.*

### 2.2.1 Veto Trigger Reference

**VETO TRIGGERS**

Facilitator authority — 5 named situations

**2 Initial Assessment**

*Owner classifies as neither incident nor crisis although activation criteria are met*

Step 2 trigger

**3 Situation Briefing**

*Briefing skipped, abbreviated beyond function, or key participants absent*

Step 3 trigger

**6 Decision Taking**

*Decision made outside the defined process or under hierarchical pressure*

Step 6 trigger

**8 Objective Allocation**

*Objectives assigned without board documentation or without domain owners present*

Step 8 trigger

**14 Prep. Situation Briefing**

*Activation declared closed without completed debrief plan or against deactivation criteria*

Step 14 trigger

**When invoking veto:**

State step + violation → process halts → document in writing

Veto protects process integrity; it does not replace hierarchy.

The Facilitator's veto right is triggered in five explicitly named situations:

1. **Initial Assessment** — if the Owner intends to classify the situation as neither an incident nor a crisis despite the Facilitator's reasoned objection that activation criteria are met.
2. **Situation Briefing** — if the briefing is skipped, abbreviated to the point of

losing its function, or if key participants are missing.

3. **Decision Taking** — if a decision is made outside the defined process, without board-based assessment, or under hierarchical pressure that bypasses evaluation.
4. **Objective Allocation** — if objectives are assigned without board documentation or without the Domain Owners being present.
5. **Preparation of the Situation Briefing** — if the activation is declared closed without a completed debrief plan or against the defined deactivation criteria.

**When invoking a veto:**

1. State the step number and the specific process violation.
2. The process halts immediately.
3. Document in writing: time, step, violation, Owner’s response.
4. Owner may override with documented rationale — or the step is repeated correctly.

## 2.3 Domain Owner

### DOMAIN OWNER

Leads own domain. Bridges CMT and DRT.

**Mandate:** The Domain Owner represents a fixed functional domain within the CMT and is the structural bridge between strategic coordination and operational execution within the domain.

**Responsibilities:**

- Representation of domain-specific perspectives in the CMT during the Planning Phase
- Translation of CMT objectives into domain-level coordination
- Leadership of the corresponding DRT via the Personal Identity Principle
- Bidirectional information flow between CMT and DRT
- Open reporting of deviations from CMT objectives back to the CMT

**Authorities:**

- Directive authority over all personnel involved in the activation within the domain
- Authority to prioritize or reschedule CMT objectives within the domain based on operational reality — with mandatory reporting of deviations
- Budget authority for ad-hoc expenditures within the domain up to a predefined limit
- Authority to expand or reduce the DRT

> ***During activation:*** *The Domain Owner is present in the CMT during the CMT's Planning Phase. During the CMT's Implementation Phase, the Domain Owner shifts to leading the DRT. Domain Owners do not leave the CMT during its Planning Phase.*

## 2.4 Supporter

**SUPPORTER**

Executes objectives. Reports to Board 3.

**Mandate:** Supporters are situative team members who coordinate defined objective packages within their area during the Implementation Phase.

**Responsibilities:**

- Coordination of defined objective packages within their area
- Structuring and consolidation of information relevant to their objectives
- Reporting on feasibility, progress, blockers, and side effects
- Proactive identification of emerging problems within their scope

**Authorities:**

- No independent directive authority in the default state
- Directive authority only when explicitly delegated by the Owner for a specific objective package
- Authority to request information necessary for their assigned objectives

> ***During activation:*** *Supporters do not execute tasks themselves — they coordinate implementation within their area and report status to the team. Maximum three Supporters per DRT.*

### 2.4.1 External Advisors and Coaches

An external advisor or methodological coach may be present during activation. The advisor:

- Does not hold a formal P-DRIVEN activation role
- Does not address the team directly or make decisions
- May advise the Facilitator on methodological questions
- Sits outside the immediate team area (observation position)
- Is introduced to the team at the start of the activation

The Facilitator decides whether and when to consult the advisor.

# C · The P — Step by Step

## 3.1 Facilitator Quick Reference

| Step | Name | Facilitator's Primary Action | Time | Veto |
|---|---|---|---|---|
| 1 | Alerting | Confirm activation criteria, set up boards | — | — |
| 2 | Initial Assessment | Guide orientation questions, document activation decision | ~15 min | ⚠ |
| 3 | Situation Briefing | Moderate briefing, enforce structure and time box | 5–10 min | ⚠ |
| 4 | Situation Assessment | Initiate brainstorming, cluster cards on Board 1 | ~3 min | — |
| 5 | Situation Evaluation | Lead voting and Eisenhower prioritization on Board 1 | ~5 min | — |
| 6 | Decision Taking | Enforce three-strategy requirement on Board 2 | 15–60 min | ⚠ |
| 7 | Objective Definition | Quality-check SMART objectives on Board 3 | 10–20 min | — |
| 8 | Objective Allocation | Confirm all objectives assigned with owners present | 5–10 min | ⚠ |
| 9 | Situation Freeze | Photograph all boards, confirm next briefing time | 5 min | — |
| 10 | Transmission of Tasks | Review task descriptions for completeness | 10–15 min | — |
| 11 | Processing of Tasks | Monitor Board 3 progress, stay in coordination space | ongoing | — |
| 12 | Task Follow-Up | Track objective completion on Board 3, flag gaps | ongoing | — |
| 13 | Situation Update | Move cards on Board 3 as status changes are reported | ongoing | — |
| 14 | Prep. Sit. Briefing | Finalize Board 3, photograph boards, check deactivation | 5 min | ⚠ |
| 15 | Debriefing | Facilitate structured debrief with four guiding questions | 15–30 min | — |
| 16 | Structured Feedback | Facilitate feedback collection, document measures | 30–60 min | — |

# Initiation Phase

The Initiation Phase establishes control over the situation, activates the P-DRIVEN structure, and creates the initial shared understanding necessary to proceed to the Planning Phase.

## 4.1 Step 1 — Alerting

**Phase:** Initiation · **Led by:** ☐ Facilitator

### 4.1.1 Owner

- ☐ Confirm availability through the alerting system
- ☐ Proceed to the coordination space
- ☐ Verify that all required roles have been reached; escalate to backups where needed
- ☐ Ensure the coordination space is activated (physical or virtual meeting point)

### 4.1.2 Facilitator

- ☐ Confirm availability through the alerting system
- ☐ Proceed to the coordination space immediately
- ☐ If arriving before the Owner, set up the three boards
- ☐ Lay out moderation cards and markers
- ☐ Ensure communication equipment is functional
- ☐ Verify that the alerting system has reached all required roles; coordinate with Owner on escalation to backup personnel for any unconfirmed roles
- ☐ Prepare structure for the Initial Assessment: have orientation questions ready, prepare a clock for time-boxing

### 4.1.3 Domain Owner

- ☐ Confirm availability through the alerting system and proceed to the coordination space

### 4.1.4 Supporter

- ☐ No specific action in this step — remain available for activation by the Owner

> ***Done when:*** *A defined problem-solving structure (IMT or CMT) is formally activated, required roles are alerted with at least one qualified individual per role confirmed, a*

> *meeting location is activated, and the organization has shifted from informal reaction to structured problem-solving.*

## 4.2 Step 2 — Initial Assessment

**Phase:** Initiation · **Led by:** ○ ☐ Owner + Facilitator

### 4.2.1 Owner

- [ ] Convene the team without delay (physically or virtually)
- [ ] Lead the team through the Initial Assessment orientation questions
- [ ] Make the formal classification decision: incident or crisis
- [ ] Define immediate stabilization measures where required
- [ ] Schedule the first Situation Briefing

### 4.2.2 Facilitator

- [ ] Moderate the Initial Assessment: guide the team through the orientation questions below, enforce the time box (5–15 minutes), prevent premature solution discussion
- [ ] Document the formal activation decision: time, participants present, basis of assessment, classification as incident or crisis
- [ ] Set up the three boards for the first Planning Phase cycle
- [ ] Agree with the Owner on the time for the first Situation Briefing
- [ ] If shift preparation is triggered: ensure alerting of follow-up personnel is initiated and documented
- [ ] ⚠ **VETO:** If the Owner intends to classify the situation as neither an incident nor a crisis despite the Facilitator's reasoned objection that activation criteria are met, intervene: "The activation criteria are met. We classify the situation as an incident or crisis and continue the process." If the Owner insists, exercise and document the veto.

**Orientation Questions:**

- [ ] What has happened? What do we know? What do we not know?
- [ ] Which systems, services, processes, or organizational units are affected or potentially affected?
- [ ] What is the current impact? What is the potential impact?
- [ ] What duration of disruption is currently anticipated?
- [ ] Which interdependencies or cascading effects are plausible?
- [ ] What actions have already been taken?
- [ ] What are the immediate risks?
- [ ] What level of public or stakeholder visibility is likely?
- [ ] Is the activation criteria met — incident or crisis?

### 4.2.3 Domain Owner

- [ ] Contribute domain-specific situational information to the orientation questions

### 4.2.4 Supporter

- [ ] No specific action in this step — remain available in the coordination space

> ***Done when:*** *A shared preliminary situational picture is established, the scope has been outlined, immediate stabilization measures have been identified, a formal incident or crisis decision has been made, the first Situation Briefing is scheduled, and communication channels are clarified.*

# Planning Phase

The Planning Phase transforms the initial situational understanding into structured, goal-oriented problem-solving — from shared situation awareness through problem prioritization and strategy selection to concrete, allocated objectives.

## 5.1 Step 3 — Situation Briefing

**Phase:** Planning · **Led by:** ○ Owner (moderated by ☐ Facilitator)

### 5.1.1 Owner

- ☐ Deliver the Situation Briefing following the predefined briefing structure
- ☐ Cover: current situation, cause, realized and expected consequences, and the strategic intent of superior leadership
- ☐ Present the analysis of the situation: consequences so far, likely developments, and resulting risks
- ☐ Frame open objectives, key constraints, and measures already initiated or planned
- ☐ State the Owner's own intent for the next iteration
- ☐ Separate verified information from assumptions explicitly
- ☐ Answer factual clarification questions after the briefing

### 5.1.2 Facilitator

- ☐ Open the Situation Briefing: state the time and confirm who is present
- ☐ Enforce the time box (5–10 minutes); signal the Owner when time is running out
- ☐ Ensure the Owner follows the predefined briefing structure; prompt completion if a required category is omitted
- ☐ Prevent interruptions during the briefing; collect questions, comments, and suggestions for the controlled question round afterward
- ☐ After the briefing, moderate a controlled question round — limit questions to factual clarification; redirect solution proposals and evaluative statements to the appropriate later step
- ☐ ⚠ **VETO:** If the Owner or a team member attempts to skip the Situation Assessment and move directly to solutions, intervene: "The Situation Assessment has not been completed. We proceed to Board 1." If the Owner insists, exercise and document the veto.

### 5.1.3 Domain Owner

- [ ] Report domain-specific situation developments during the controlled question round

### 5.1.4 Supporter

- [ ] Listen actively; note problems observed during execution for the upcoming Situation Assessment

> ***Done when:*** *All participants share a common, aligned understanding of the situation, cause, consequences, risks, open objectives, and strategic intent — and the Owner's own intent for the next iteration is clear so the team is prepared to translate information into problems on Board 1.*

## 5.2 Step 4 — Situation Assessment

**Phase:** Planning · **Led by:** ☐ Facilitator (Board 1)

### 5.2.1 Owner

- ☐ Participate in individual brainstorming: identify relevant problems independently
- ☐ Contribute problem observations from execution in subsequent iterations
- ☐ Review the clustered board and confirm the problem set before closing

### 5.2.2 Facilitator

- ☐ Initiate individual brainstorming: distribute moderation cards, set the time box (~3 minutes), ensure silence during individual writing
- ☐ Collect all cards after the time box ends
- ☐ Cluster cards visibly on Board 1: group similar problems, remove exact duplicates, abstract where appropriate; read each card aloud while placing it
- ☐ When a card contains a solution, separate it visibly and note it for Board 2: "This is a solution proposal — it will be considered during Decision Taking"
- ☐ When a card is too vague, ask the author to reformulate as a specific problem
- ☐ After clustering, invite the team to review the board and add any missed problems; confirm closure before moving to Situation Evaluation

### 5.2.3 Domain Owner

- ☐ Write moderation cards identifying domain-specific problems during individual brainstorming

### 5.2.4 Supporter

- ☐ Write moderation cards identifying problems within assigned objective area during individual brainstorming

> ***Done when:*** *A consolidated set of clearly formulated, clustered problems is visible on Board 1, without redundancy or ambiguity, covering both current and anticipated issues.*

## 5.3 Step 5 — Situation Evaluation

**Phase:** Planning · **Led by:** ☐ Facilitator (Board 1)

### 5.3.1 Owner

- ☐ Cast votes for urgency and importance on each problem cluster
- ☐ Make the final decision in case of tied rankings
- ☐ Confirm the Top 5 prioritized problems before the team moves to Decision Taking

### 5.3.2 Facilitator

- ☐ Explain the voting procedure before it begins: each participant receives five votes for urgency and five for importance; votes are cast silently and simultaneously — no discussion before or during voting
- ☐ Distribute voting materials (sticky dots or markers)
- ☐ Enforce silence during voting; intervene if participants begin discussing
- ☐ Count votes, transfer problems into the Eisenhower matrix on Board 1, and read the resulting prioritization aloud
- ☐ In case of ties, present tied problems to the Owner for a final decision
- ☐ Confirm the Top 5 with the team; mark them visibly on Board 1; declare Situation Evaluation complete before moving to Decision Taking

### 5.3.3 Domain Owner

- ☐ Cast votes for urgency and importance based on domain-specific operational knowledge

### 5.3.4 Supporter

- ☐ Cast votes for urgency and importance based on knowledge from assigned objective area

> ***Done when:*** *The Top 5 priority problems are confirmed and visibly marked on Board 1 within the Eisenhower matrix, providing a shared, transparent, and methodologically grounded basis for Decision Taking.*

## 5.4 Step 6 — Decision Taking

**Phase:** Planning · **Led by:** ○ ☐ Owner + Facilitator (Board 2)

### 5.4.1 Owner

- ☐ Lead strategy development for each prioritized problem
- ☐ Contribute to evaluation of options: feasibility, effectiveness, risks, synergies, dependencies
- ☐ Select the most suitable strategy per problem (through consensus or majority decision)

### 5.4.2 Facilitator

- ☐ Transition the team from Board 1 to Board 2; announce the step and its time box (~15–60 minutes)
- ☐ For each prioritized problem, prompt the team to develop three distinct solution strategies; enforce the three-strategy requirement: "We need a third approach that is fundamentally different, not a variation"
- ☐ Write strategies on Board 2 as they are proposed, visibly linked to the corresponding problem
- ☐ Moderate brief evaluation of each strategy; prevent extended debate; call the time box
- ☐ Confirm selected strategies on Board 2 with the team before moving to Objective Definition
- ☐ ⚠ **VETO:** If the Owner attempts to skip strategy development and move directly to assigning tasks, intervene: "Decision Taking requires at least three strategies per problem. We have not completed this step." If the Owner insists, exercise and document the veto.

### 5.4.3 Domain Owner

- ☐ Contribute domain-specific solution strategies and assess feasibility within the domain

### 5.4.4 Supporter

- ☐ Contribute operational solution strategies based on area expertise

> ***Done when:*** *At least one selected solution strategy is confirmed on Board 2 for each prioritized problem, evaluated against feasibility, effectiveness, risks, synergies, and dependencies.*

## 5.5 Step 7 — Objective Definition

**Phase:** Planning · **Led by:** ○ ☐ Owner + Facilitator (Board 3)

### 5.5.1 Owner

- ☐ Translate selected strategies into concrete SMART objectives
- ☐ Verify that each objective describes an outcome, not an activity
- ☐ Confirm that objectives are realistic given available resources and the planning horizon

### 5.5.2 Facilitator

- ☐ Transition the team from Board 2 to Board 3; for each selected strategy, prompt: "What are the concrete objectives that implement this strategy?"
- ☐ Write each objective on a card and place it on Board 3 in the "open" column
- ☐ Quality-check each objective against the SMART criteria; push back on vague formulations: "How will we know this objective is achieved? What is the deadline?"
- ☐ Ensure objectives are formulated as outcomes, not activities: if someone proposes "call supplier," ask "What must be achieved by that call?"
- ☐ Verify that each objective is realistic given the team's current resources and planning horizon

### 5.5.3 Domain Owner

- ☐ Validate that proposed objectives are achievable within the domain's operational reality

### 5.5.4 Supporter

- ☐ Flag resource or feasibility constraints for objectives within assigned area

> ***Done when:*** *SMART objectives for each selected solution strategy are on Board 3 in the "open" column — specific, measurable, achievable, relevant, and time-bound.*

## 5.6 Step 8 — Objective Allocation

**Phase:** Planning · **Led by:** ○ ☐ Owner + Facilitator (Board 3)

### 5.6.1 Owner

- ☐ Assign a single responsible person to each objective
- ☐ Confirm resource assignments: each resource allocated only once at a time
- ☐ Acknowledge any resource constraints that require a separate objective to resolve

### 5.6.2 Facilitator

- ☐ For each objective on Board 3, ensure that a single responsible person is assigned; if ownership is unclear, prompt the Owner: "Who is responsible for this objective?"
- ☐ Check for resource conflicts: flag any person or resource assigned to multiple objectives simultaneously
- ☐ Verify that deadlines fall within the current planning horizon
- ☐ Set the time for the next Situation Briefing; communicate it clearly to the entire team
- ☐ Confirm Board 3 is complete: read the board aloud as final confirmation before transitioning to the Implementation Phase
- ☐ ⚠ **VETO:** If the Owner attempts to move to execution without completing the allocation, intervene: "Objectives without clear ownership and deadlines cannot be tracked. We complete the allocation before execution begins." If the Owner insists, exercise and document the veto.

### 5.6.3 Domain Owner

- ☐ Accept assigned objectives and confirm feasibility, resources, and deadline for the domain

### 5.6.4 Supporter

- ☐ Accept assigned objective packages and confirm understanding of scope and deadline

> ***Done when:*** *Every objective on Board 3 has exactly one responsible person assigned, a deadline set within the planning horizon, and a status of "open" — and the time for the next Situation Briefing is communicated.*

# Implementation Phase

The Implementation Phase translates the planned objectives into coordinated action. The Facilitator remains in the coordination space; team members work on their objectives separately and report at defined intervals.

## 6.1 Step 9 — Situation Freeze

**Phase:** Implementation · **Led by:** ☐ Facilitator

### 6.1.1 Owner

- [ ] Confirm all objectives and the next Situation Briefing time before leaving the coordination space
- [ ] Begin execution of Owner-assigned objectives

### 6.1.2 Facilitator

- [ ] Create a photographic record of all three boards — this is the first documentation point of the cycle
- [ ] Confirm that the time for the next Situation Briefing is set and communicated
- [ ] Remain in the coordination space; the Facilitator does not leave during the Implementation Phase
- [ ] As team members depart for execution, ensure each person confirms their assigned objectives and the reporting schedule

### 6.1.3 Domain Owner

- [ ] Confirm assigned objectives and reporting schedule before departing to lead the DRT

### 6.1.4 Supporter

- [ ] Confirm assigned objectives and reporting schedule before departing to coordinate execution

> ***Done when:*** *All three boards are finalized and photographically documented, execution begins, and the start of the next planning cycle is defined.*

## 6.2 Step 10 — Transmission of Tasks

**Phase:** Implementation · **Led by:** ○ ☐ Owner + Facilitator

> *Objectives from Board 3 are translated into concrete tasks for transmission. An objective defines* what *must be achieved; a task defines* how *and* by whom.

### 6.2.1 Owner

- ☐ Transmit objectives as clearly defined tasks in written form to the responsible resources
- ☐ Ensure each task description includes: objective (outcome), responsibility (single person), resources, deadline, and reporting expectations

### 6.2.2 Facilitator

- ☐ Review each task description before transmission for completeness: objective, responsibility, resources, deadline, communication expectations
- ☐ Ensure each task on Board 3 has exactly one accountable person assigned
- ☐ Verify that task formulations describe outcomes, not activities
- ☐ Confirm that written transmission has occurred for every task; verbal briefings are supplements, not substitutes
- ☐ Update Board 3 to reflect all assigned tasks as "open" with the responsible person noted

### 6.2.3 Domain Owner

- ☐ Receive transmitted tasks and translate them into domain-level coordination for the DRT

### 6.2.4 Supporter

- ☐ Receive transmitted tasks and confirm understanding of objective, deadline, and reporting expectations

> ***Done when:*** *All objectives are translated into clearly documented tasks with outcome, responsibility, resources, deadline, and communication expectations — transmitted in writing to all responsible resources.*

## 6.3 Step 11 — Processing of Tasks

**Phase:** Implementation · **Led by:** △ Supporters / ◇ Domain Owners

### 6.3.1 Owner

- [ ] Work on Owner-assigned objectives within the defined scope and parameters
- [ ] Report status at agreed intervals and through defined channels
- [ ] Escalate blockers and critical developments to the Facilitator without delay — do not hold until the next planning cycle

### 6.3.2 Facilitator

- [ ] Remain in the coordination space; do not participate in task execution
- [ ] Monitor incoming status updates and update Board 3 accordingly
- [ ] Track reporting intervals; if a scheduled update is overdue, proactively request a status report once
- [ ] When a blocker is reported, immediately move the corresponding card on Board 3 to "blocked" and note the reason
- [ ] Use the execution interval to prepare for the next planning cycle: review board states, identify patterns, note process observations for the Debriefing

### 6.3.3 Domain Owner

- [ ] Lead the DRT through its own Problem-Solving P cycle; report status to the CMT Facilitator at agreed intervals

### 6.3.4 Supporter

- [ ] Coordinate execution of assigned objectives within area; report progress and blockers to the Facilitator at agreed intervals

> ***Done when:*** *All assigned objectives are actively being worked on; resources report at agreed intervals; blockers are immediately escalated to the Facilitator.*

## 6.4 Step 12 — Task Follow-Up

**Phase:** Implementation · **Led by:** ○ ☐ Owner + Facilitator

### 6.4.1 Owner

- ☐ Monitor progress of objectives assigned to their area
- ☐ Collect observations and emerging problems for the next Situation Assessment
- ☐ Ensure that significant deviations from defined objective scope are communicated to the Facilitator

### 6.4.2 Facilitator

- ☐ Consolidate incoming status updates and ensure they are reflected on Board 3
- ☐ Distinguish between routine progress reports and escalation-worthy blockers; blockers trigger immediate board updates
- ☐ If team members report verbally, ensure documentation occurs — by requesting written confirmation or capturing directly on the board
- ☐ Maintain awareness of which objectives have not yet reported status; flag gaps before the next Preparation of the Situation Briefing

### 6.4.3 Domain Owner

- ☐ Report domain-level objective status and deviations from CMT objectives to the Facilitator

### 6.4.4 Supporter

- ☐ Report objective progress, blockers, and emerging problems to the Facilitator

> ***Done when:*** *Each team member has a current understanding of the status of their assigned objectives; status information has been communicated and documented; the Facilitator has received sufficient information to keep Board 3 accurate.*

## 6.5 Step 13 — Situation Update

**Phase:** Implementation · **Led by:** ☐ Facilitator (Board 3)

### 6.5.1 Owner

- ☐ Report status changes to the Facilitator as they occur — do not hold changes until the next planning cycle
- ☐ Ensure blockers are communicated immediately, not deferred

### 6.5.2 Facilitator

- ☐ Move cards on Board 3 immediately when a status change is reported — cards may only be moved by the Facilitator
- ☐ Ensure blocked objectives are visually distinct on the board (designated "blocked" column or clear indicator)
- ☐ Reject attempts by team members to move cards themselves; reinforce that Board 3 is the Facilitator's responsibility
- ☐ Keep the board readable: each card shows objective, responsible person, and current status — nothing more
- ☐ Maintain Board 3 as a real-time instrument; any delay between a reported change and its reflection on the board degrades coordination quality

### 6.5.3 Domain Owner

- ☐ Report status changes from the DRT to the Facilitator as they occur — do not hold until the next briefing

### 6.5.4 Supporter

- ☐ Report status changes to the Facilitator immediately; do not move cards on Board 3 directly

> ***Done when:*** *Board 3 accurately reflects the current status of all objectives at all times, blocked objectives are visibly marked, and any incoming team member can read Board 3 and understand the execution state without additional briefing.*

## 6.6 Step 14 — Preparation of Situation Briefing

**Phase:** Implementation · **Led by:** ○ □ Owner + Facilitator

### 6.6.1 Owner

- [ ] Assess whether the incident or crisis is still ongoing: do activation criteria still apply?
- [ ] If deactivation is appropriate: prepare to announce it during the upcoming Situation Briefing
- [ ] Prepare the Situation Briefing content; collect problems observed during execution for the next Situation Assessment

### 6.6.2 Facilitator

- [ ] Five minutes before the scheduled Situation Briefing, initiate the preparation window; announce to the team that no new information is to be received or processed from this point
- [ ] Finalize Board 3 by incorporating any last status changes; create a photographic or digital record of the board state
- [ ] Confirm that the Owner is prepared to deliver the Situation Briefing
- [ ] Ensure all team members are reconvening and have collected their observations and problems for the next Situation Assessment
- [ ] ⚠ **VETO:** If the Owner declares the end of an activation and the Facilitator determines that the situation has not been sufficiently stabilized, that activation criteria are still met, or that open objectives have not been adequately handed over, intervene: "The deactivation criteria are not met. The activation continues with the next Planning Phase." If the Owner insists, exercise and document the veto.

### 6.6.3 Domain Owner

- [ ] Return to the coordination space with collected domain-level observations and problems for the next Situation Assessment

### 6.6.4 Supporter

- [ ] Return to the coordination space with collected observations and problems from assigned area

> ***Done when:*** *Board 3 is finalized and documented, the Owner is prepared to brief, all team members are reconvening with their observations, and the team is ready to enter*

*the next Planning Phase — or the Learning Phase if deactivation is declared.*

# Learning Phase

The Learning Phase is the structured conclusion of each activation. It occurs once — immediately after the Owner declares the end of the incident or crisis during a Situation Briefing. The team remains assembled to begin immediately.

## 7.1 Step 15 — Debriefing

**Phase:** Learning · **Led by:** ☐ Facilitator

### 7.1.1 Owner

- ☐ Contribute immediate observations to the Debriefing while still assembled
- ☐ Answer the four guiding questions: what worked well, what did not, what should be different next time, where was the method not followed
- ☐ Ensure that all open objectives and remaining problems are explicitly handed over to the regular organization before the team disperses

### 7.1.2 Facilitator

- ☐ Facilitate the Debriefing session; set the frame explicitly: this is a structural and methodological review, not a personal performance assessment
- ☐ Guide the team through the four guiding questions in sequence; ensure each team member contributes
- ☐ Capture all observations in written form — structured notes are sufficient
- ☐ Manage time: the Debriefing should not exceed 15–30 minutes; redirect discussions that shift into detailed analysis
- ☐ Ensure the documented output is preserved and available as input for the subsequent Structured Feedback

### 7.1.3 Domain Owner

- ☐ Contribute domain-specific observations to the four guiding questions

### 7.1.4 Supporter

- ☐ Contribute observations from assigned objective area to the four guiding questions

> ***Done when:*** *All core team members have contributed immediate observations; key impressions about what worked and what did not are documented; initial improvement*

> *suggestions have been collected; documented output is available for the Structured Feedback.*

## 7.2 Step 16 — Structured Feedback

**Phase:** Learning · **Led by:** ☐ Facilitator

### 7.2.1 Owner

- ☐ Participate in the Structured Feedback session (typically within days of deactivation)
- ☐ Contribute to review of decisions: which decisions were made, on what basis, and with what outcome
- ☐ Accept ownership of improvement measures assigned to the Owner role

### 7.2.2 Facilitator

- ☐ Facilitate or co-facilitate the Structured Feedback session; structure the review along the phases of the Problem-Solving P to ensure systematic coverage
- ☐ Ensure both strengths and weaknesses are addressed; redirect conversations that focus exclusively on failures
- ☐ Challenge vague improvement suggestions: each measure must specify what changes, who is responsible, and by when
- ☐ Ensure the documented output — including concrete improvement measures — is communicated to organizational leadership and the System Maintainer
- ☐ Verify that improvement measures are assigned to responsible persons and entered into a tracking mechanism

### 7.2.3 Domain Owner

- ☐ Contribute to review of domain-level decisions, process adherence, and team effectiveness

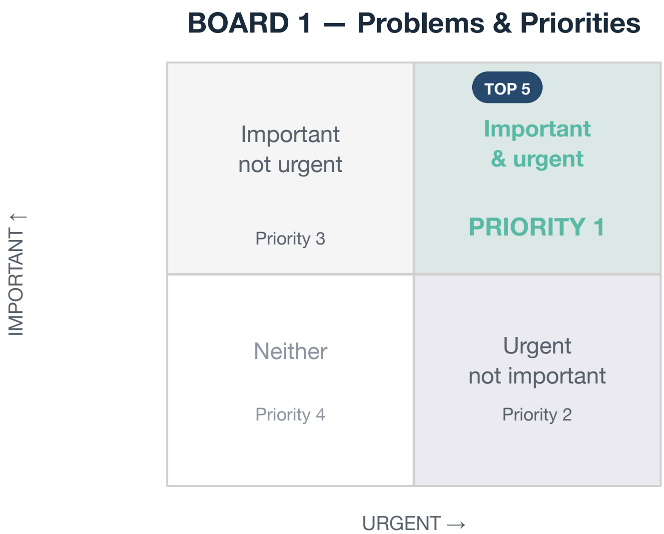
### 7.2.4 Supporter

- ☐ Contribute operational observations and accept ownership of improvement measures within assigned area

> ***Done when:*** *The activation has been systematically reviewed across all phases; quality of decisions, process adherence, team and roles, tools, and preparation have been assessed; concrete improvement measures with ownership and deadlines are documented and communicated.*

# D · Tools

## 8.1 Board 1 — Problems & Priorities



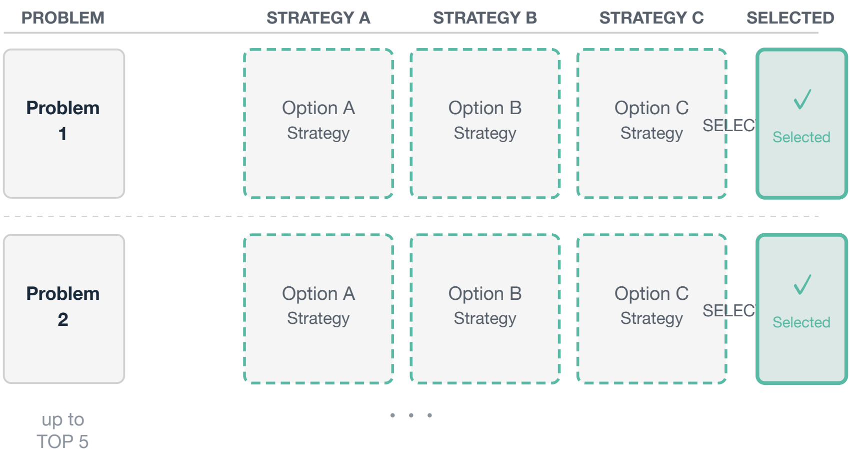

Collect problems on cards → vote → place in quadrant → select TOP 5

**How to run Board 1:**

1. Individual brainstorming (~3 minutes, silent): each participant writes one problem per card — what is the issue, where, when, who is affected, what is the impact.
2. Facilitator collects all cards and clusters them on Board 1: group similar problems, remove exact duplicates, abstract where appropriate.
3. Solution proposals are separated and noted for Board 2: "This is a solution proposal — it will be considered during Decision Taking."
4. Voting: each participant receives five votes for urgency and five for importance — cast silently and simultaneously.
5. Facilitator counts votes, transfers problems into the Eisenhower matrix, and reads the resulting prioritization aloud.
6. Owner decides ties; Top 5 are confirmed and visibly marked on Board 1.

## 8.2 Board 2 — Solution Strategies

### BOARD 2 — Solution Strategies




For each TOP-5 problem: develop 3 strategies → team selects one → Owner decides
Each strategy box belongs to one problem row. Only one strategy is selected per row.

**How to run Board 2:**

1. For each Top 5 problem (transferred from Board 1), develop exactly three distinct solution strategies — not variations of the same idea, but fundamentally different approaches.
2. Briefly evaluate each strategy: feasibility, effectiveness, risks and side effects, synergies, dependencies.
3. Select the most suitable strategy per problem through consensus or majority decision; mark selected strategies clearly.
4. In some cases, multiple strategies may be selected in parallel if they expand future options or address different aspects.
5. Confirm selected strategies with the team before moving to Board 3.

## 8.3 Board 3 — Objectives & Execution


Facilitator manages Board 3. Only Facilitator updates entries.

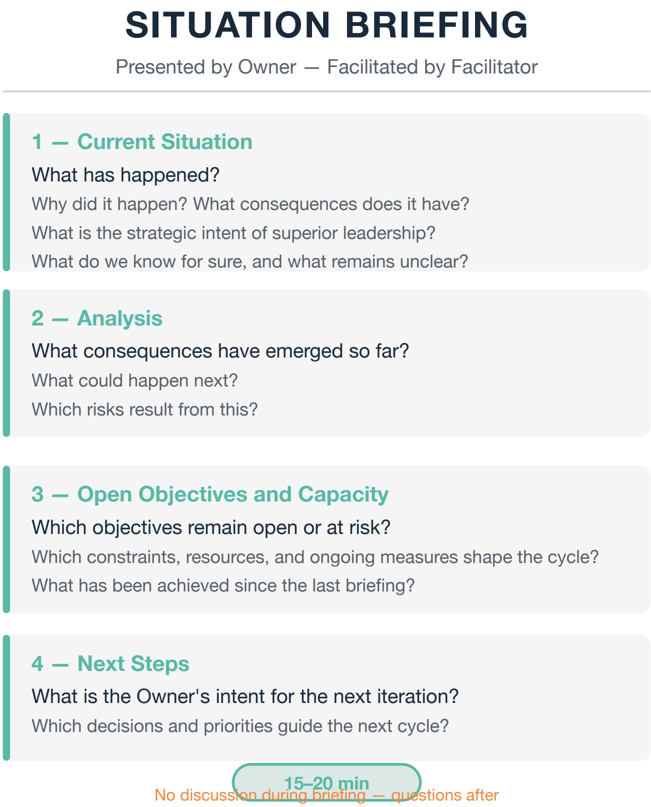
Board 3 reflects the current iteration objectives. Cards move left to right as work progresses.

**How to run Board 3:**

1. For each selected strategy on Board 2, define one or more SMART objectives — specific, measurable, achievable, relevant, time-bound.
2. Each objective goes on a card placed in the “open” column on Board 3.
3. Assign exactly one responsible person and allocate required resources to each objective; each resource may be allocated only once at a time.
4. Set the deadline for each objective within the planning horizon.
5. During the Implementation Phase: the Facilitator moves cards (open → in progress → blocked or completed) as status changes are reported — only the Facilitator moves cards on Board 3.
6. Photograph Board 3 at the Situation Freeze and again at the Preparation of the Situation Briefing.

> ⚠ *Board 3 is managed exclusively by the Facilitator.*

## 8.4 Situation Briefing




**Structure:**

- Current situation: What happened? Why did it happen? What consequences does it have? What is the strategic intent of superior leadership?
- Analysis: What consequences have emerged so far? What could happen next? Which risks result from this?
- Open objectives and capacity to act: Which objectives remain open? Which constraints, resources, and measures already underway shape the next iteration?
- Next steps: What is the Owner’s own intent for the next iteration?

**Duration:** 5–10 minutes (first briefing after Initial Assessment: up to 15–20 minutes). **Rule:** No discussion during the briefing. Questions — factual clarification only — are collected and addressed by the Facilitator in a controlled round immediately after.

## 8.5 Iteration Cycle — Timing Reference

| Situation Briefing | Planning Phase | Implementation Phase |
|---|---|---|
| 5–10 min | 45–120 min | min. 120 min, typically 4–8 h |

The Implementation Phase should not be time-boxed too tightly. At DRT level, a window of at least 120 minutes is required; in practice, a window of four to eight hours is often more appropriate if meaningful feedback is expected. CMT-level cycles are longer because the planning horizon is broader and subordinate teams need time to complete their own cycles before reporting back.

As a result, a full iteration cycle at DRT level often extends well beyond the Planning Phase itself. In the first iteration in particular, feedback will often concern activation progress, constraints, first effects, and newly observed problems rather than already completed measures.

A new iteration begins when the Preparation of the Situation Briefing confirms that the activation continues. The Facilitator sets the timing for each iteration cycle — at each level, iteration speed must allow the level below to complete at least one cycle and report back before the next planning cycle begins above.

## 8.6 Initial Assessment — Orientation Questions

The Facilitator uses these questions to guide the team through the Initial Assessment (Step 2). The purpose is rapid orientation, not completeness.

- [ ] What has happened? What do we know? What do we not know?
- [ ] Which systems, services, processes, or organizational units are affected or potentially affected?
- [ ] What is the current impact? What is the potential impact?
- [ ] What duration of disruption is currently anticipated?
- [ ] Which interdependencies or cascading effects are plausible?
- [ ] What actions have already been taken?
- [ ] What are the immediate risks?
- [ ] What level of public or stakeholder visibility is likely?
- [ ] Is the activation criteria met — incident or crisis?

**Time box:** 5–15 minutes. Prevent premature solution discussion. Document the formal activation decision.

### 8.6.1 Board Management Between Iterations

- **Board 1 (Problems & Priorities):** Clear at the start of each new Planning Phase. Previous problems that remain unresolved are re-entered and re-prioritized on fresh cards to avoid anchoring bias.
- **Board 2 (Solution Strategies):** Clear at the start of each new Planning Phase. Previous strategies that proved ineffective are not carried over.
- **Board 3 (Objectives & Execution):** Carry over. Completed objectives are archived (photograph the board). In-progress and blocked objectives remain and are reviewed during the Situation Update (Step 13) and Preparation of the Situation Briefing (Step 14). The Facilitator updates status before each new Situation Briefing.
- **Between iterations:** Photograph all three boards before clearing. The photo archive is part of the activation documentation.

# E · Situation Cards

## 9.1 Declaring an Incident

**Who:** Owner

- [ ] Assess: do activation criteria apply?
- [ ] Declare the incident formally
- [ ] Notify Facilitator — alerting the dual leadership structure is mandatory
- [ ] Activate coordination space (Step 1 — Alerting begins)

## 9.2 Veto Invoked

# VETO TRIGGERS

Facilitator authority — 5 named situations

**2 Initial Assessment**

*Owner classifies as neither incident nor crisis although activation criteria are met*

Step 2 trigger

**3 Situation Briefing**

*Briefing skipped, abbreviated beyond function, or key participants absent*

Step 3 trigger

**6 Decision Taking**

*Decision made outside the defined process or under hierarchical pressure*

Step 6 trigger

**8 Objective Allocation**

*Objectives assigned without board documentation or without domain owners present*

Step 8 trigger

**14 Prep. Situation Briefing**

*Activation declared closed without completed debrief plan or against deactivation criteria*

Step 14 trigger

**When invoking veto:**

State step + violation → process halts → document in writing

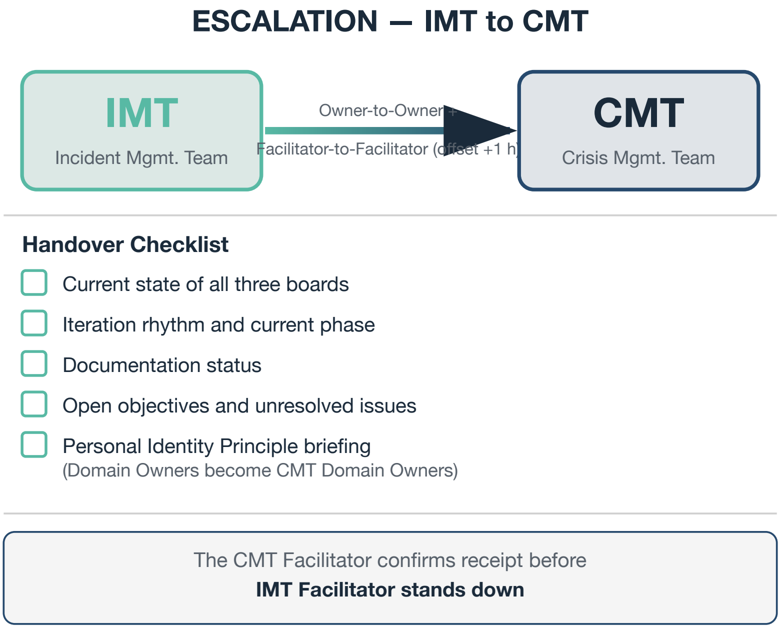
Veto protects process integrity; it does not replace hierarchy.

**Procedure:**

1. Facilitator states the step number and the specific process violation — clearly and without escalation.
2. The process halts immediately. No further steps are taken until the veto is resolved.

3. Facilitator documents in writing: time, step number, nature of the violation, Owner's response.
4. Owner may override with a documented rationale — the override and its rationale become part of the activation documentation.
5. If no override: the step is repeated correctly before continuing.

## 9.3 Escalation — IMT to CMT



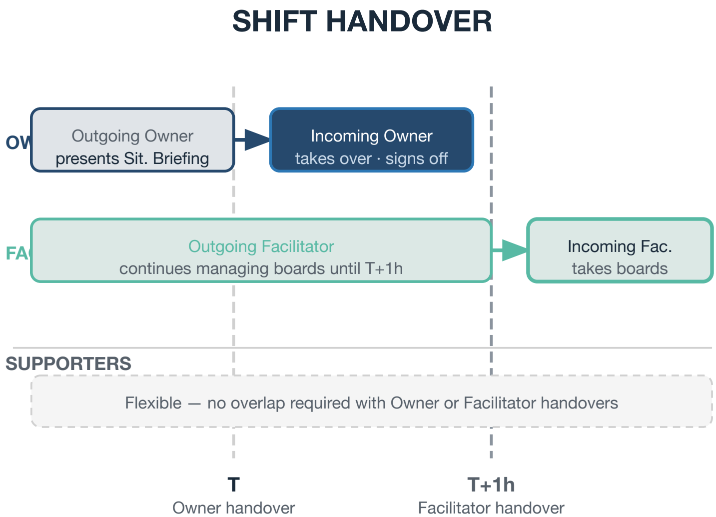

Escalation does not interrupt the current iteration — handover occurs at a natural break point.

**Trigger:** Problem scope exceeds domain boundaries, multiple domains are affected, or strategic objectives are at risk.

**Handover sequence:**

- [ ] Facilitator of the active IMT hands over to incoming IMT Facilitator: current state of all three boards, iteration rhythm, documentation status (photos taken, decisions recorded), and any open issues
- [ ] Incoming IMT Facilitator confirms readiness before outgoing Facilitator assumes the Crisis Facilitator role
- [ ] Owner of the active IMT initiates alerting for a replacement IMT Facilitator
- [ ] IMT pauses current iteration if necessary until new Facilitator is in place — an IMT without a Facilitator must not continue to run the Problem-Solving P
- [ ] Crisis Facilitator activates the CMT structure and assumes methodological leadership at the strategic level

## 9.4 Shift Handover




Staggered handovers ensure process continuity. Owner hands over first; Facilitator follows one hour later.

**Owner handover:** Full Situation Briefing to incoming Owner → incoming Owner confirms full situational understanding and operational readiness → explicit sign-off; responsibility transfers only after confirmation.

**Facilitator handover:** Conducted one hour after Owner handover — board state (photos), documentation status, iteration rhythm, and open issues are transferred to incoming Facilitator; incoming Facilitator confirms readiness before outgoing Facilitator is released.

**Supporters:** Flexible — no overlap with Owner or Facilitator handovers. Each Supporter confirms their assigned objectives and current status with the incoming responsible team member before being released.

## 9.5 Deactivation

**Who decides:** Owner — subject to Facilitator's veto right

**Criteria (all must apply):**

- [ ] The affected processes, systems, or services have been stabilized
- [ ] The original activation criteria are no longer met
- [ ] No acute need for further coordinated measures exists
- [ ] Regular operations can resume without significant impairment
- [ ] All open objectives and remaining problems are identified for handover to the regular organization

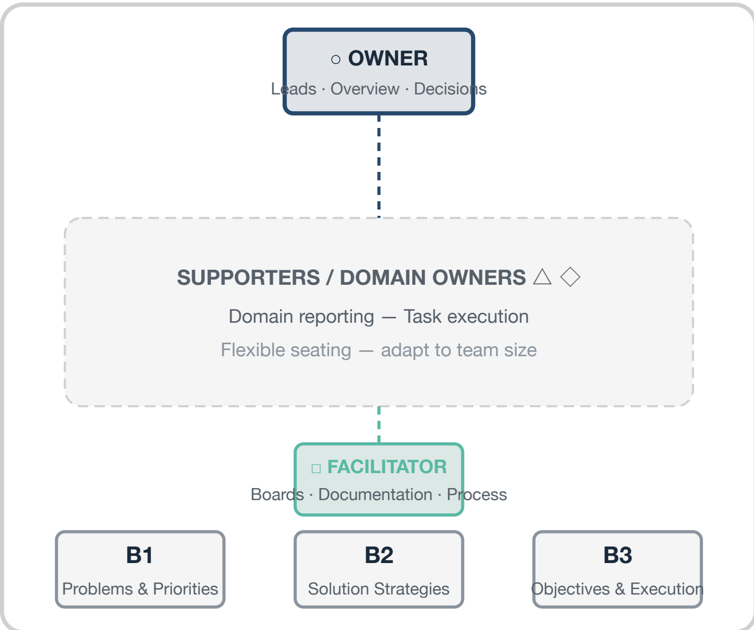
**Sequence:**

- [ ] Owner assesses deactivation criteria during the Preparation of the Situation Briefing
- [ ] Facilitator explicitly assesses whether preconditions for closure are met; exercises veto right if they are not
- [ ] Owner declares end of incident or crisis during the Situation Briefing
- [ ] Open objectives and remaining problems are explicitly handed over to the regular organization — documented
- [ ] Transition to Learning Phase: Step 15 — Debriefing begins immediately, while the team is still assembled

# F · Setup Templates

## 10.1 F.1 — Coordination Space

COORDINATION SPACE




▲ BOARDS (wall-mounted, visible to all)

* Adapt layout to your space. Boards must be visible to all participants.

| | |
|---|---|
| Location | ______________________________ |
| Capacity | ______________________________ |
| Board positions | ______________________________ |
| Power supply / UPS | ______________________________ |
| Access restriction | ______________________________ |

**Requirements:** Space for up to seven people. Three boards visible and accessible. Sufficient power supply. Protected from interruption — “Do Not Enter — Activation in Progress.”

## 10.2 F.2 — Communication Equipment

| Role | Primary | Backup | Number |
|---|---|---|---|
| Owner | | | |
| Facilitator | | | |
| Domain Owner | | | |
| Supporter | | | |

**Note:** Communication equipment must be independent of the infrastructure that may be affected by the incident or crisis. Dedicated mobile phones, dedicated email accounts, and a mobile internet connection independent of the organization's network are the minimum.

## 10.3 F.3 — Contact List

| Role | Name | Primary Contact | Backup Contact |
|---|---|---|---|
| Owner | | | |
| Facilitator | | | |
| Domain Owner | | | |
| Domain Owner | | | |
| Supporter | | | |
| Supporter | | | |

# Glossary

**Coordination Space** — The physical or virtual room where the team works during activation. All boards are visible; all key roles are present or connected.

**Eisenhower Matrix** — A 2x2 prioritization grid used on Board 1: urgent vs. important. Problems in the "urgent and important" quadrant are addressed first.

**Iteration Cycle** — One complete pass through the Planning and Implementation phases (Steps 3-14), beginning and ending with a Situation Briefing. Multiple cycles run within a single activation.

**Personal Identity Principle** — In a CMT structure, the Domain Owner at the CMT level is the same person as the Owner of the corresponding DRT. This eliminates a communication interface.

**SMART** — Objectives must be Specific, Measurable, Accepted, Realistic, and Time-bound.