

## After Action Review

### WHAT WAS SUPPOSED TO HAPPEN?

- What did we intend to do?
- What results did we hope to achieve?

### WHAT HAPPENED?

- What worked well?
  - What intended results did we produce?
  - What unintended, but positive, results did we produce?
- What went wrong?
  - What problems arose?
  - What unintended results were produced?

### WHAT ACCOUNTS FOR THE DIFFERENCE?

- What led to the unintended results?
- What did each individual do (or not do) to contribute?

### WHAT NEXT?

- What next?
  - What would you do differently?
- What's needed?
  - What would you need to commit?

### GROUND RULES:

- Tell it like you see it
- Shift truths to perceptions
- Keep intent and impact untangled
- Take good notes
- Make it safe to speak up – nothing goes in a performance review

Source: Originally developed by the US Army

See the full instruction manual: [http://www.queri.research.va.gov/ciprs/projects/after\\_action\\_review.pdf](http://www.queri.research.va.gov/ciprs/projects/after_action_review.pdf)