



# Facilitated After Action Reviews

Hot Washes That Work

## 10 REASONS

To conduct  
After Action  
Reviews

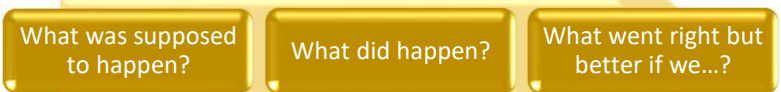
1. They solidify best practices and overcome barriers for improvement.
2. They activate adult learning.
3. They Promote an organizational, "Learning Culture."
4. They build the team.
5. They contextualize lessons learned.
6. They provide timely feedback.
7. They encourage learning in real-time and the enhance ability to apply lessons learned.
8. They provide an opportunity to hear, see and discuss other perspectives.
9. They give us an opportunity to practice public speaking and effective communication.
10. They teach us to manage and appreciate discomfort.

## The AAR and the Facilitator

### Think CLEAR\*

<b>C</b> ommunication	
<b>L</b> egitimacy	
<b>E</b> ffective use of EQ	
<b>A</b> daptive Tactics	
<b>R</b> isk Mitigation	

### From the parking lot to the policy



After Action Review			
<b>Incident:</b>		<b>Date:</b>	
		<b>Location:</b>	
<b>Observation:</b>			(- or +)
<b>Discussion:</b>	<b>Recommendation:</b>		
		<b>Point of Contact Info:</b>	

### Question Styles:

- Fact-finding
- Feeling-finding
- Tell-me-more
- Most/Least
- Third-party
- Magic wand
- Closed questions
- Open questions

### Facilitator Traits:

- Confident
- Listen actively
- Enthusiastic
- Sense of humor
- Neutral
- Empathetic
- Trustworthy
- Articulate
- Analytical
- Honest and candid

### Best Practices:

- Build Shared Understanding
- Start and Resolve conflict
- Stay neutral
- Listen actively
- Ask questions
- Paraphrase to clarify
- Synthesize ideas
- Stay on track
- Give and receive feedback
- Test assumptions
- Collect ideas
- Summarize clearly
- Label sidetracks
- Create a safe environment
- Apply group problem solving

\*CLEAR was initially developed by John Bostain from Command Presence and adapted by Joe Willis for Team One Network with permission.



## The group and group behaviors

Task Role	Characteristic	Maintenance Role	Characteristic
<b>Initiator</b>	Starts things off	<b>Encourager</b>	Praises good points, exhibits acceptance and group solidarity.
<b>Clarifier</b>	Takes individual contributions and clarifies them. Encourages people to be specific.	<b>Harmonizer</b>	Attempts to mediate differences among members or their points of view and seeks to reconcile differences. Reduces conflict and tension.
<b>Information Giver</b>	Gives or volunteers certain information. Seeks clarification of suggestions based on facts relevant to the problem.	<b>Supporter</b>	Provides warmth for individuals by agreeing with their ideas. Provides non-verbal support.
<b>Questioner</b>	Asks fundamental questions about the task. Has the ability to step back from the task and challenge assumptions.	<b>Gatekeeper</b>	Keeps communication open, suggests ways to share information with others.
<b>Summarizer</b>	Reevaluates the situation and summarizes the group's thoughts and end product. Provides breathing space.	<b>Compromiser</b>	Is willing to compromise or yield personal viewpoints, or admit an error.
<b>Opinion Giver</b>	States belief about alternative suggestions. Focuses on values rather than facts.	<b>Observer</b>	Keeps records of the group processes. Brings data into the discussion as is seen pertinent.

### Group Sizes

- Dyads
- Triads
- Small Groups (3-5)
- Medium Groups (6-15)
- Large Groups (15+)

### Member Behaviors

- Non-participant
- Monopolizer
- Rambler
- Inarticulate Person
- Challenger
- Complainer
- Homesteader
- Idea Person
- Know It All
- Giver of False Info
- Rude Behavior
- Peacemaker
- Cheerleader
- Answer Demander
- Joker
- Anointed Leader
- Supporter
- Risk-taker

## Making right decisions and taking right actions

