

# After Action Review

Date:

Attendees:

Focus:

Next AAR Opportunity:

What did we expect to happen?

What did happen?

Why did it happen that way?

What more do we need to understand?

What changes will we test between now and our next AAR?

## Overview

The purpose of the AAR is to help transition from quantity of activity to quality of outcome, build a base of knowledge to inform future events, and leverage learning from the past. The AAR should be used routinely within 7-10 days of an activity or event. Plan for at least 10 minutes per participant.

## Guidelines

The goal is to guide and improve future work, not to grade success or failure of the event. Participants should be free to share open and honest observations without assigning blame or praise. Everybody has something to contribute to an AAR.

Ground Rules for the AAR:

- Active participation: it is important for everyone to participate
- Everyone's views have equal value
- No blame and judgement
- There are no right or wrong answers
- Be open to new ideas
- Be creative in proposing solutions to barriers; "Yes....and" rather than "either/or" thinking
- Consensus where possible, clarification where not
- Commitment to identifying opportunities for improvement and recommending possible improvement approaches
- No record of the discussion will be distributed without the agreement of all participants
- Focus on what is manageable and doable

## Resource

Guide to the After Action Review (2010)

<https://as.vanderbilt.edu/overview/faculty/facultycouncil/archive/sitemason.vanderbilt.edu/files/cHpJCw/Guide%20to%20the%20After%20Action%20Review.pdf>

Darling M, Parry C, Moore J. Learning in the thick of it. Harv Bus Rev. 2005 Jul-Aug;83(7):84-92, 192. PMID: 16028819.