Debrief and recap

What the teams agreed, what people said, and one page for management within a week.

How to fill it in

1. Close the day with ten minutes in teams: what happened, why, and one thing we will do differently.
2. Send five questions the next morning. Ask whether it will change how people work, not whether it was fun.
3. Write the recap on one page, and book the follow-up in four weeks.

Team debrief Ten minutes, in teams, before the results

	What the team said
What happened in the games?	
Why did it happen?	
One thing we will do differently	

Five questions, the next morning Anonymous, two minutes

	What came back
I worked with people I do not usually work with. (1 to 5)	
I understand what the day was for. (1 to 5)	
The day will change something in how my team works. (1 to 5)	
What should we keep?	
What should we change?	

The numbers Invited, took part, answered

The follow-up A date, in a meeting that already exists

Before you move on

- [ ] Every team wrote one commitment.
- [ ] The recap shows how many answered, not only the scores.
- [ ] The follow-up has a date.

THE RULE

Debrief the same day. Report within a week. After that, it is only a memory.

Source: Tannenbaum and Cerasoli (2013) · Human Factors 55(1) · properly run debriefs improved performance by about 20–25%

Debrief and recap

Worked example

The example is made up, to show a filled template: a delivery company marking its tenth anniversary. Replace it with your own.

Team debrief
Ten minutes, in teams, before the results

	What the team said
What happened in the games?	We lost time whenever one person held information and waited to be asked.
Why did it happen?	Nobody checked that the next person had understood.
One thing we will do differently	Dispatch calls customer care as soon as a route slips, without waiting for a complaint.

Five questions, the next morning
Anonymous, two minutes

	What came back
I worked with people I do not usually work with. (1 to 5)	Average 4.4
I understand what the day was for. (1 to 5)	Average 4.1
The day will change something in how my team works. (1 to 5)	Average 3.6
What should we keep?	The mixed teams, and the debrief before the results
What should we change?	More time at each station

The numbers
Invited, took part, answered

Invited 160. Took part 148. Answered the five questions 97.

The follow-up
A date, in a meeting that already exists

Team commitments reviewed in the monthly meeting on 11 February.