

After Action Reviews should be conducted regularly after any activity like a meeting, a project, a focused set of actions, or a day of work.

THERE ARE THREE ESSENTIAL STEPS TO THE PRACTICE¹

- **Step One** Review "What worked" – given the outcome we intended, what did we observe² that was consistent with that outcome that we should make sure we institutionalize?
- **Step Two** With the benefit of hindsight review, "What did not work", given the intended outcome? What did we observe² that was inconsistent with that outcome that we should make sure we eliminate in the future?
- **Step Three** With the benefit of hindsight, "What was missing", that had it been in place, we would have been able to accomplish the intended outcome? (Or we would have been able to accomplish it faster, and with less resources.) Make sure we put the "missing" in place.

¹ Practice: a designed, and regularly repeated set of actions to cause something to happen based on that regularity.

² Scan strategies, policies, practices, processes, structures and behaviors ...