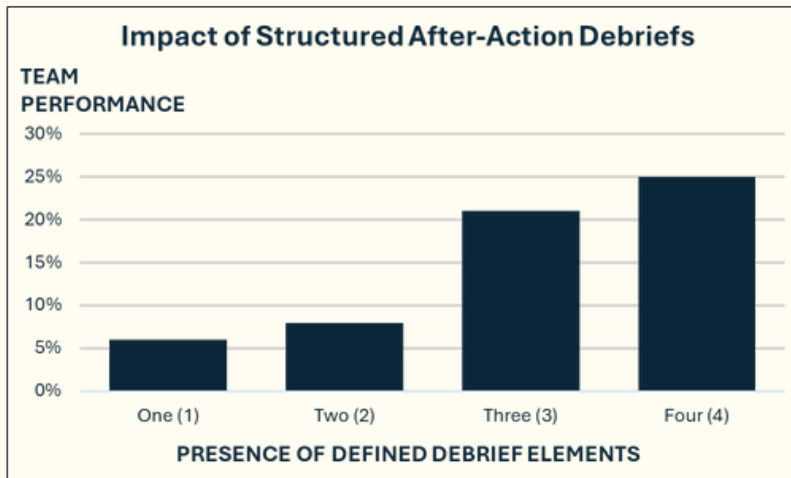




ACCOUNTABILITY & OUTCOME OWNERSHIP



Done rigorously, organizations improve team performance 20% to 25% with debriefs



Why This Leads to Higher-Performance: After-action reviews elevate performance more effectively than standard post-mortem reviews because they incorporate specific elements that drive continuous learning, accountability, and actionable improvements. Debriefs are conducted immediately after a project. Debriefs emphasize analyzing both the process and outcomes (what was planned, what occurred, and why gaps existed). They are highly participatory. And they prioritize a blame-free environment that promotes discussion of mistakes and challenges.

Why This Is an Issue Today: Teams must quickly adapt to changing conditions. Teams must identify and implement improvements faster, shortening the learning cycle and accelerating time to market. Moreover, there must be a more direct linkage between team actions and business results. Many teams may require rapid pivots when products don't meet market needs or when scaling challenges arise; innovation teams may need help to balance risk-taking with accountability.

New Research – What Works Well in 2025: When conducted rigorously, debriefs elevate team performance by 20–25%. The effect is most pronounced for teams in complex and ambiguous task environments – where actions and results are less directly observable. Debriefs help organizations can better align their processes with desired results



Colonel Robert "Cujo" Teschner

U.S. Air Force (Retired), Author