**Example After Action Review Session Design**

**Audience:**

**Date:**

**Location:**

| # | Objectives |
|---|---|
| Upon completion of this session, we will: | |
| 1 | Revisit vision of the Project |
| 2 | Recognize major accomplishments of Project |
| 3 | Identify Project successes and process failure points |
| 4 | Determine solutions based on feedback received |
| 5 | Identify next steps and assign ownership of tactics |

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## Example Structure and Presentation

| Obj. # | Topics | Facilitator | Set-up | Content | Time (approx.) |
|---|---|---|---|---|---|
| 1, 2 | **Welcome & Recognition** | | **Projector** | • Welcome the group<br>• Call out major accomplishments<br>   ○ Quality of development<br>   ○ Execution of testing cycle and automation<br>   ○ Cutover effort<br>   ○ Stellar job in stabilization<br>• Acknowledge shortcomings and areas of improvement<br>• Review future of the Project<br>• Say: I am sincerely interested in hearing your voice. We're here today to discuss the things that are working well and those that are not<br>• Cover ground rules | **5 min** |
| | **AAR Set Up** | | | • We'll be running through a 'green slip' exercise to collect feedback<br>• Objective: get a lot of release model related information quickly and safely, by making it anonymous<br>• This AAR will only be as effective as you make it. If you have something to say, please say it | |
| | **Introductions** | | | • Introductions<br>   ○ Name<br>   ○ Role in the Project<br>   ○ Something you're looking to get out of today's session | **5 min** |

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|---|---|---|---|---|---|
| | **AAR Set Up Cont.** | | | • Describe cadence:<br>  o Assign an owner and a key word to a question<br>  o Take your first green slip and write the key word in the upper right hand corner<br>  o Write your role in the release in the upper left hand corner<br>  o Question will be asked and you will write your response, fold the slip, and pass it to the end of the table (to your right)<br>  o Tami / Anna will collect all responses and hand them to the owner. We move to the next question.<br>  o After all the questions, each owner will have 5 minutes to review the responses and identify observations. We will then discuss the results as a group.<br>• Your initial responses are confidential then we will discuss the results as a group.<br>• Example: Key Word: Yum; Question: What did you eat for dinner last night? | **5 min** |
| 3 | **AAR: Flexible Program Delivery Model: Overall** | | **Colored Slips, Pens** | • Owner: XYZ; Key Word: Success; Question: On a scale from 1-5, with 5 being the best score, how successful was the Project?<br>• Owner: _____; Key Word: Talk; Question: On a scale from 1-5 with 5 being the best score, how effective were we at communicating with one another?<br>• Owner: _____; Key Word: Expectations; Question: Yes or No - I knew what people were accountable for and working on.<br>• Owner: _____; Key Word: Teamwork; On a scale from 1-5, with 5 being the best score, how would you rate cross functional collaboration for this release?<br>• Owner: _____; Key Word: Ready; On a scale from 1-5, with 5 being the best score, how effective were the weekly release readiness meetings in helping you achieve your goals? | **10 min** |

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| 3 | AAR: Flexible Program Delivery Model: Project Engagement | | Colored Slips, Pens | <ul><li>Owner: _____; Key Word: Visibility; Question: Yes or No - I had sufficient visibility into the projects entering the release before they were approved.</li><li>Owner: _____; Key Word: Early Bird; Question: On a scale from 1-5 with 5 being the best score, how proactive were the project teams in engaging with you prior to intake?</li></ul> | |
|---|---|---|---|---|---|
| 3 | AAR: Flexible Program Delivery Model: Intake | | Colored Slips, Pens | <ul><li>Owner: _____; Key Word: Approvers; Question: Yes or No – We had the right CCB members approving the projects into the release.</li><li>Owner: _____; Key Word: Inform; Question: On a scale from 1-5 with 5 being the best score, how informed were you in the schedule of the release?</li></ul> | |
| 3 | AAR: Flexible Program Delivery Model: Development | | Colored Slips, Pens | <ul><li>Owner: _____; Key Word: Dev; Question: On a scale from 1-5 with 5 being the best score, how would you rate the overall development produced with this release?</li><li>Owner: _____; Key Word: Listen; Question: Yes or No – The Development team was responsive to the scope needs of the project team.</li></ul> | |
| 3 | AAR: Flexible Program Delivery Model: QA | | Colored Slips, Pens | <ul><li>Owner: _____; Key Word: Environmental; Question: Yes or No – The quality of the testing environments met my needs.</li><li>Owner: _____; Key Word: Automatic; On a scale from 1-5 with 5 being the best score, how would you rate your satisfaction with automated testing and the value it added to the release cycle?</li><li>Owner: _____; Key Word: BI QA; Question: On a scale from 1-5, with 5 being the best score, how would you rate the value of the BI QA reports?</li><li>Owner: _____; Key Word: Bob; Question: On a scale from 1-5, with 5 being the best score, how prepared were you for the Builds?</li></ul> | |

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|---|---|---|---|---|---|
| 3 | **AAR: Flexible Program Delivery Model: Cutover** | | **Colored Slips, Pens** | • Owner: _____; Key Word: Make Sense; Question: Yes or No – The cutover process was clear.<br>• Owner: _____; Key Word: Ramp; Question: On a scale from 1-5 with 5 being the best score, how would you rate your satisfaction with the Build, ramp down / ramp up process in meeting your functional or business needs?<br>• Owner: _____; Key Word: Telephone; Question: On a scale from 1-5 with 5 being the best score, rate the effectiveness of the communication with the Build, ramp down / ramp up process, such that you could inform your teams?<br>• Owner: _____; Key Word: Prepped; Question: On a scale from 1-5, with 5 being the best score, how prepared were you for the Build, ramp down and ramp up processes? | |
| 3 | **AAR: Flexible Program Delivery Model: Go-Live** | | **Colored Slips, Pens** | • Owner: _____; Key Word: Status; Question: Yes or No – The communication process clear and concise such that I could understand go-live status.<br>• Owner: _____; Key Word: 10 lbs.; Question: Yes or No – The War Room was sufficiently catered. | |
| 3 | **AAR: Flexible Program Delivery Model: Stabilization** | | **Colored Slips, Pens** | • Owner: _____; Key Word: Steady; Question: Yes or No – The stabilization was sufficiently long to stabilize my function / geo.<br>• Owner: _____; Key Word: Hand Off; Question: Yes or No – The hand off process from Stabilization to Production Support was clear to me.<br>• Owner: _____; Key Word: Care; Question: On a scale from 1-5, with 5 being the best score, how would you rate the level of support during Stabilization?<br>• Owner: _____; Key Word: War; Question: On a scale from 1-5, with 5 being the best score, how would rate the effectiveness of the whiteboard process in the war room? | |
| 3,4 | **Theme and Document Results** | | **Flip Chart** | • Consolidate theme and report out section<br>• Match key word on slips to key word on flips charts<br>• Owners now review the responses, determine observations, and document highlights on flip charts – this will likely be simple | **5 min** |

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| 4 | Prioritization | All | Voting Dots | • Conduct gallery walk. You have a total of 5 voting dots. Use them however you wish.<br>• Top 5 flip charts we'll take a deeper dive into. You have 5 min.<br>• Tabulate vote receivers and place score on top of flip chart. | 5 min |
|---|---|---|---|---|---|
| 4 | Group Discussion: Solution Identification | All | Flip Chart Review | • The purpose of this part of the session is two-fold:<br>  o Get stuff out in the open in a safe environment<br>  o Be constructive – say your piece and let's discuss solutions (actions) as a group<br>• Discuss and document solutions and team commitments. | 40 min |
| 5 | Action / Solution Assignment and Session Close | | Flip Chart | • Assign actions / solutions to owners<br>• Thank participants | 5 min |

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**Homework/Pre read**:
⇨ Meeting invite

**Handouts**:
⇨ N/A

**Props:**
⇨ Posted ground rules
⇨ Flips charts
⇨ Markers
⇨ Colored slips of paper
⇨ Voting dots

**Post-reads/Follow-ups**:
⇨ Communication to team: consolidated feedback, identified solutions, and action owners

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