



# O.R.C.A

## THE DEBRIEF WORKBOOK

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**Business Function**

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**Name**



**AFTERBURNER**

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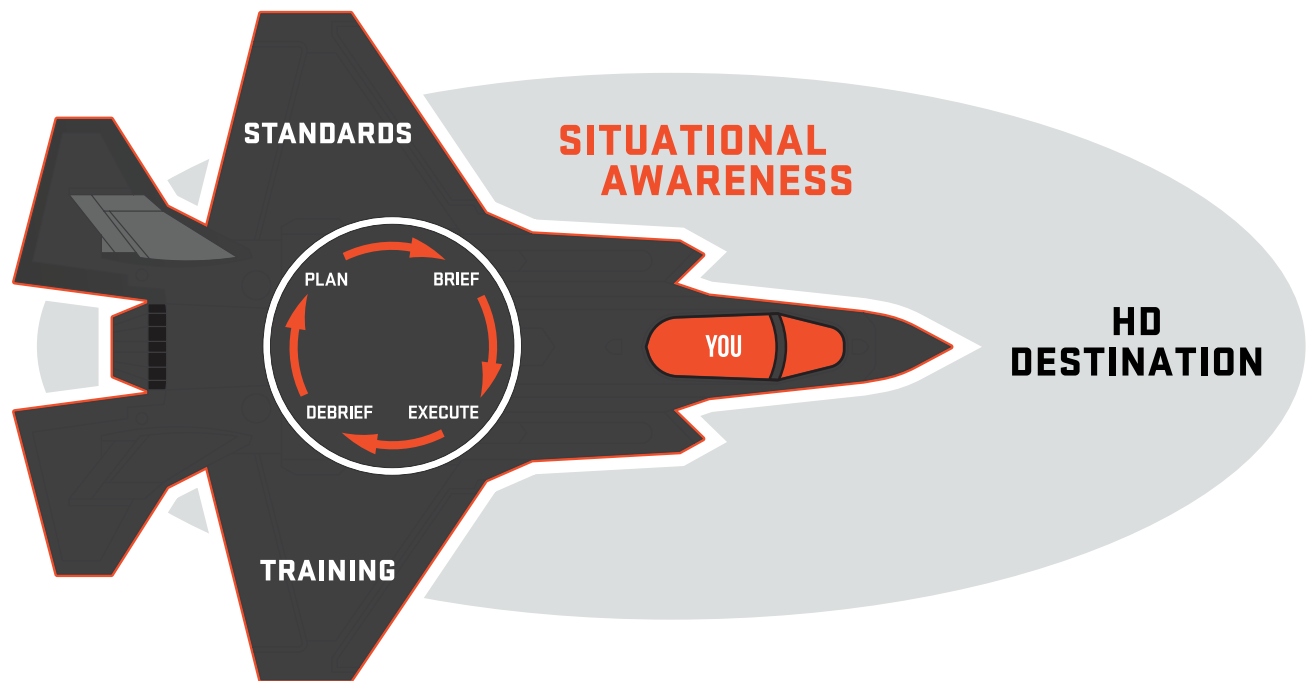
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# THE FLAWLESS EXECUTION MODEL

## The Method Behind The Mindset



# THE FLAWLESS EXECUTION CYCLE

## PLAN

The Six Steps to Mission Planning:

1. Determine the Mission Objective
2. Identify the Threats
3. Identify Available Resources
4. Evaluate Lessons Learned
5. Develop Course of Action/**Red Team**
6. Plan for Contingencies

## BRIEF

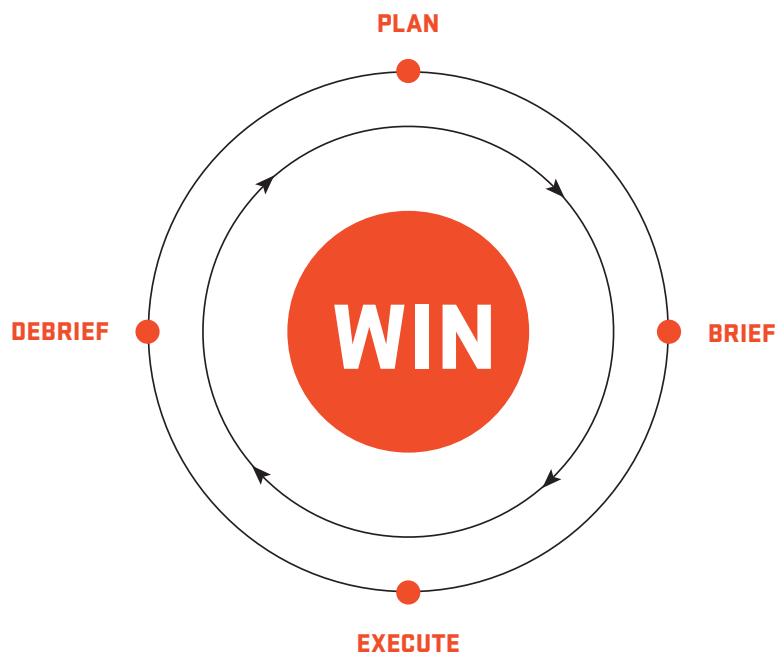
- B** - Big Picture Scenario (HDD)
- R** - Restate the Mission Objectives
- I** - Identify Threats and Resources
- E** - Execution = Course of Action
- F** - Flexibility = Contingencies

## EXECUTE

- Establish your Execution Rhythm
- Mitigate Distractions
- Develop Cross Checks (clear areas of focus)
- Seek Mutual Support - who's your wingman?

## DEBRIEF (ORCA)

- O** Objective = What did we set out to do?
- R** Result = Did we meet the objective? What were the successes/failures/near-misses/debrief focus points?
- C** Cause = For each result ask how and why did this happen?
- A** Action = Identify accountable actions that reduce failure and improve future execution



# DEBRIEFING OVERVIEW

**Fighter pilots say that debriefing is equally as important than the mission itself.**

Debriefing may feel difficult initially. Start small, keep them quick and debrief often. Very soon, you and your team will get used to conducting fast, effective debriefs. It can be tempting to avoid speaking about performance, but remember: people want to improve. With the right tone and format, your team will soon learn that debriefs are the tool to help them grow and improve. A high performing team is a happy team.

**Remember: It's not who's right, It's what's right.**

## Principles of effective debriefing

Debrief immediately. Always debrief as soon as you've finished executing. A debrief need only take five minutes. If you feel like you're so far behind with work that you don't have time to debrief, then you you might want to debrief how you got to that state!

Keep it quick. Debriefs need to fit within your normal routine, and you need to be able to actually execute! Long debriefs will turn people off debriefing. Remember- debriefs don't need to explain everything that happened or all the CAUSES. The end state of an effective debrief are no more than three action items (who, what, when) to allow incremental improvement tomorrow.

Nameless and rankless. Debriefs should be environments where everyone on the team can contribute without fear. As a leader, you can help set the tone by talking about your own mistakes and asking the team if they can think of ways you can improve. Stay open to feedback.

No blame. It's critically important that people can talk about their own mistakes without fear. Stay relaxed, avoid emotive language, and continually remind your team that the debrief is about improvement, not blame. The result doesn't matter! It's all about what we do tomorrow.

Improvement focused. This doesn't mean that we can't talk about negative outcomes. The opposite is true. However, when we're talking about negative outcomes, remember that we are most interested in what we can do differently tomorrow, and how we can improve our performance.

# MISSION DEBRIEF

## STEP 1 – START WITH YOUR OBJECTIVE

## STEP 2 - IDENTIFY A **RESULT** TO DEBRIEF:

- The first step of a highly effective debrief is to identify what to debrief. Start by choosing one result only.
- The result is measured with reference to one of your mission objectives. Remember that our mission objectives needed to be clear, measurable, and achievable?
- For your first debrief, choose a result that had either the biggest gap (i.e. difference between the objective and what was achieved), or has the biggest impact on your organization. Results don't always need to be negative outcomes; you might like to debrief how you came to exceed an objective.
- Identify the performance gap. What was the gap between what we set out to achieve (Objective) and what was achieved (Result).

### Example:

- **Mission objective:** Achieve February sales increase of 5% on January sales.
- **Result:** February sales were down 2% on January sales.
- **Performance gap:** 7%.

# MISSION DEBRIEF

## STEP 2 - IDENTIFY A **RESULT** TO DEBRIEF

Objective vs Result	
<div>Objective</div> <div>From mission planning</div>	
<div>Result</div> <div>What was achieved?</div>	
<div>Execution Gap</div> <div>Objective minus result</div>	

# MISSION DEBRIEF

## STEP 3 – IDENTIFY THE CAUSE

- There is one simple question we keep asking: **WHY?**
- Establish the facts. It's normal for us to make assumptions about why things occurred. Keep an open mind and ask the appropriate people.
- There may be more than one single **CAUSE** for any result, but we're not trying to explain the full story or attribute blame. We're simply looking for one or two causes.
- It doesn't matter who or what contributed to the **CAUSE**. We just want clarity so we can build specific action items for tomorrow.
- The table in the Step 2 Worksheet contains most of the root causes for performance gaps. You can use it to help with establishing your **CAUSE/s**.

### Example:

- **Mission objective:** Achieve February sales increase of 5% on January sales.
- **Result:** February sales were down 2% on January sales.
- **Performance gap:** 7%.
- **CAUSE 1:** Unclear Responsibilities: some clients were not engaged by sales Staff at all during February.
- **CAUSE 2:** No Contingency Planning: When Sales staff were sick, their allocated clients were not engaged.



# ROOT CAUSES

ORGANIZATION	PLAN / COMMUNICATION	EXECUTION
Knowledge	Objectives	Prioritization
Experience	Resource Allocation	Distraction
Tools	Communication	Error/omission
Strategy	Standards/Procedures	Situational Awareness
Leadership	Roles and Responsibilities	Interpretation
Culture	Metrics	Motivation
Trust	External Threats	Situational Awareness

<div><div>Causes</div><div><ul style="list-style-type: none"><li>Ask why until you land on an individual and an action.</li></ul><div>Start with you.</div></div></div>	
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# MISSION DEBRIEF

## STEP 4 – COMMIT TO ACTION

- Each **CAUSE** should have one associated **ACTION**. Your aim is to have one or two simple action items to provide a 1% improvement right now or no later than tomorrow. It is through **ACTION** that we close the execution gap.
- Ask yourselves- how can we influence the result next time? Be thoughtful and creative - a great **ACTION** is a simple way of avoiding the same issues. Avoid creating more work, focus on new actions, and avoid new **OBJECTIVES**
- Your **ACTION** needs to contain a specific action, person and time. Again: **WHO**, will do **WHAT**, by **WHEN** and how do you measure it?
- The **ACTION** doesn't need to be allocated to the person who had the most influence on the result. It's the person with the most time or situational awareness and they must have been in the debrief.

### Example:

- **Mission objective:** Achieve February sales increase of 5% on January sales.
- **Result:** February sales were down 2% on January sales.
- **Performance gap:** 7%.
- **CAUSE 1:** Due to unclear responsibilities, some clients were not engaged by sales Staff at all during February.
- **Action 1:** No later than 5th March, Steven P is to develop an engagement schedule matching clients with Sales staff, which contains a plan to engage with all clients during first three weeks of the month.
- **CAUSE 2:** Given absent contingency planning, when Sales staff were sick, their allocated clients were not engaged.
- **Action 2:** On 22nd March, Carolyn J is to assess the client engagement schedule, and re-allocate clients to Sales staff as required.

# MISSION DEBRIEF

## STEP 4 – COMMIT TO ACTION

<b>Action</b>  You will do what by when?  Measure it!	
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## WRAPPING UP

### END ON A HIGH NOTE

- Single out a positive thing from the mission or the debrief itself.
- Thank the team for their effort in the mission, and their willingness to improve.
- Don't summarize anything. Just say thanks and identify the positive - you've just finished your debrief and are on the path to high performance!

### Example:

- *"Thanks for the energy you put into this mission. A particular highlight was Dave's honesty about the competing priorities. This honesty allows us to learn and find ways to improve. Great work."*

# IMPROVING YOUR DEBRIEFS

## Reflect on the debrief you just conducted

- Was your objective clear enough?
- Did you choose an appropriate Result to debrief?
- Was it easy to identify a Performance Gap?
- Did you or others make assumptions when establishing the **CAUSE/s**?
- Were there conflicting thoughts on the **CAUSE/s**?
- How did you resolve this? Did you establish root cause/s?
- Did your **ACTION** clearly articulate a Who, What and by When?
- How many Actions did you come up with?
- In hindsight, did you choose an appropriate Result to debrief?
- How long did your debrief take?
- Was your tone open, inquisitive, and improvement-focused?
- Did you and/or your leader start first in a nameless/rankless fashion?
- What would you do differently next time to make your debrief better?



**O . R . C . A**

**THE DEBRIEF  
WORKSHEETS**



**AFTERBURNER**

# O.R.C.A. DEBRIEF: Objective, Result, Cause, Action

## Debrief Point 1:

OBJECTIVE
RESULT
CAUSE
ACTION - I WILL DO WHAT BY WHEN

## Debrief Point 2:

OBJECTIVE
RESULT
CAUSE
ACTION - I WILL DO WHAT BY WHEN

## O.R.C.A. DEBRIEF: Objective, Result, Cause, Action

### Debrief Point 1:

OBJECTIVE
RESULT
CAUSE
ACTION - I WILL DO WHAT BY WHEN

### Debrief Point 2:

OBJECTIVE
RESULT
CAUSE
ACTION - I WILL DO WHAT BY WHEN

# NOTES