

Debriefing Workshops and Programmes

Accelerate the learning experience and develop best practice with the ultimate approach to 360° feedback.

For fighter pilots, operating in an environment where failure is not an option and mistakes cost lives, nothing is more important than learning from experience. This is not just for safety reasons though; debriefing is where we make the desire for continual improvement into reality. It underpins a winning organisation at all levels: strategic, operational and tactical, and is the **single most important mechanism for achieving excellence in leadership, teamworking ability, execution processes, and ultimately results.**

When done properly, debriefing is a combination of 360° feedback, performance appraisal and executive coaching all occurring simultaneously in a routine everyday practice. It's ironic that if you asked a fighter pilot about the role of 360° feedback and executive coaching in developing the leadership skills to lead huge multinational cross-functional teams in extremely high-pressure dynamic environments, the response might be blank. And yet the most important facet of the pilot's development as a leader is his or her ability to constantly improve performance through learning from experience, and the debrief is an integral part of that process.

'But we do it already'

Many organisations would claim to debrief but few actually undertake regular objective assessment of team performance carried out by the team themselves in a true blame-free culture. For fighter pilots, it would be unforgivable for the lessons of one mission not to be carried forward to the next, and so a culture and process have evolved to extract maximum value from mission evaluation. Mission Excellence has adapted this culture and process to the commercial environment via the LEARN™ model.

Our Aim

Our aim is to help clients improve bottom line performance through the introduction and facilitation of bespoke processes to maximise learning from experience.



The Core Issues

Culture:

- Key behaviours in developing a blame-free environment
- Personal and team accountability
- Everybody is equal; everybody is there to learn

Process:

- Clearly defined parameters and structure for debriefing
- An analytical format totally focused on finding out 'why' things happened like they did
- A bespoke system for knowledge management and learning transfer throughout the organisation

One example of the power of this culture is that the Leader's performance is on show the same as everybody else, is judged by the same standard as everybody else, and is likely



“Debriefing is the single most important tool for achieving continual improvement”

Former Leader of The Red Arrows

Mission Excellence Ltd
Gainsborough House
2 Sheen Road
Richmond
Surrey TW9 1AE

Tel: 020 8973 2345

Email: enquiries@missionexcellence.com
www.missionexcellence.com

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to learn as much as anybody else in the room. Removing the security blanket of anonymity is asking a lot of both the Leader and the team, and requires the team to address certain behavioural issues in order to maintain a positive learning environment.

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However the payback is enormous. Imagine the value of receiving continuous high-quality objective feedback on collective and individual performance. And with an effective system for knowledge management and learning transfer, the learning can be routinely and rapidly shared with other teams throughout the organisation. Put it another way: imagine not debriefing – not learning from experience; prepare to make the same mistakes again and again.

Delivery

Delivery is via one-day workshops in the first instance, including multi-media presentation to introduce the LEARN™ model, role-play demonstration of key behavioural issues, and practical interactive exercises. Where appropriate, workshops can include live debrief of a current project, and conclude with a facilitated brainstorm on local application, from which a bespoke debrief template is produced.

Follow on is normally via coached live debriefs to ensure skill transfer to the working environment.



About Mission Excellence

Mission Excellence is a corporate development company run by a team of former fighter pilots and training experts, specialising in the development of outstanding leadership, teamwork and execution skills.

We offer a structured suite of leading edge services aligned to assist our clients turn their vision into results, whether via a specific intervention or an integrated approach.

Interventions are on 3 levels: 'Leadership Development', 'Delivering Strategic Success' and 'Creating Winning Teams'. Vehicles include modular programmes, executive coaching, facilitated workshops and high-impact conference seminars and keynote speakers.

Clients include AstraZeneca, BP, HSBC, IBM, Lloyds TSB, Merrill Lynch, the NHS, Prudential Assurance, Saatchi & Saatchi, Unisys and Vodafone. The company also actively supports the Government's Enterprise Learning Pathfinder Programme for schools.

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