



# Debriefing Programme

## Make continuous improvement a daily reality

### Overview

The combination of time and commercial pressures, together with organisational structure and culture, mean that for many teams and organisations, 'continuous experience' and 'learning organisation' never really make it further than the mission statement on the wall in reception. However imagine if those phrases were a daily reality, where failing to learn from experience and mistakes would actually be considered unprofessional and misaligned with the organisational culture. Imagine if mistakes happened only once and corporate knowledge was collectively captured so that one team didn't even have to go through the same painful learning curve that another team had already experienced.

The Mission Excellence Debriefing Programme is an intensive one-day workshop which introduces delegates to the review and learning process used by fighter pilots, operating in an environment where failure is not an option and mistakes cost lives. Participants experience the appropriate behaviours for objectivity, and a structured process to ensure that the debrief actually identifies the correct learning. Debriefing undeprins a winning organisation at all levels; it is the single most important mechanism for achieving excellence in leadership, teamworking ability, execution and ultimately results.

### Who's It For?

Any team, whether a traditional team set up or a more complex virtual or matrix organisational structure. The debriefing workshop is particularly useful for review of specific projects, both for functional learning, and to raise the the performance bar for next time, both individually and collectively.

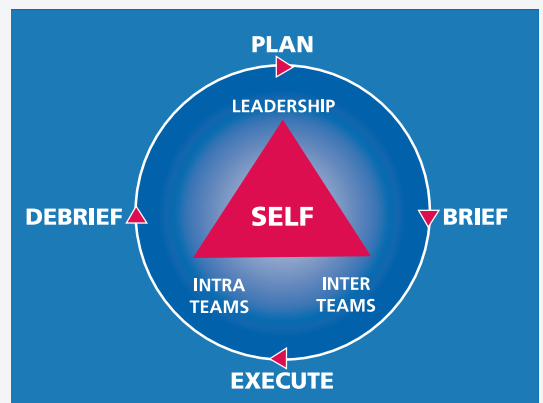
### Our Aims

To help clients significantly improve business performance through the introduction and facilitation of bespoke processes to maximise learning from experience. To introduce key behaviours in developing a blame-free environment and to highlight the importance of personal and team accountability where everyone is equal.

### Outputs

Delegates will have:

- clarity on a simple and effective debriefing process
- a good understanding of how to structure and proactively facilitate the debrief
- started to contextualise how and where briefing is relevant to their own business environment



### Mission Excellence Performance Model

The Mission Excellence Performance Model (above) describes what we believe to be the fundamentals of team and organisational performance. It defines what we do - inside the circle is how we behave and organise; outside is how we get things done. It is based

“Mission Excellence's product is strong but what really brings it to life is the enthusiasm, professionalism and attention to detail which the team applies to the process”

Prudential

“Our long sales cycle means that we need to make the most of the learning opportunity offered by each project debrief. The Debriefing process and coaching help us to do just that”

Balfour Beatty

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on the fighter pilot's mission cycle where the techniques have been combat-proven to deliver results against a plan under pressure - a requirement for almost every organisation.

imagine not debriefing - not learning from experience; prepare to make the same mistakes again and again...



## About Mission Excellence

Mission Excellence is an organisational performance consultancy focused on improving clients' execution, leading to sustainable and measureable performance improvement. Methodology is based on consultants' personal experience of consistently delivering results against the plan in complex high-pressure environments.

We deliver consultancy, development programmes and interventions for management meetings and conferences. You can expect from us: relevant, tangible and practical outcomes; passion, objectivity and the relentless pursuit of excellence; the highest professional standards; subject matter expertise; and an enjoyable experience with people who are easy to work with.

We have a proven track record with some of the world's most successful organisations including 3M, Accenture, BAE Systems, British Cycling, BP, Cisco Systems, GlaxoSmithKline, Henley Management College, HSBC, IBM, Procter & Gamble and PwC.

## 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.

## 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.

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

Former Leader of The Red Arrows

“Despite our environment being totally different from a fighter pilot's, we were able to make so many analogies throughout the session that we can apply to our industry to make us more effective as individuals and teams”

AstraZeneca

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