

The Greatest Knowledge Management Tool in the History of the Human Race

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Types of key resources

Natural

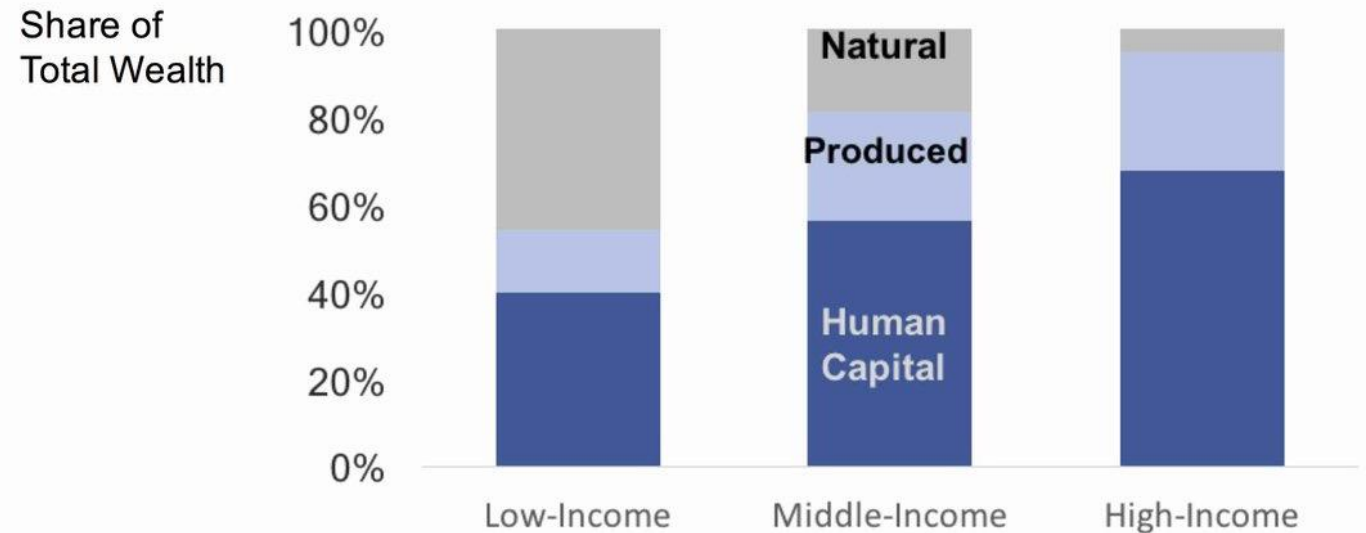
Produced

- Financial
- Structural

Human

- Social
- Intellectual (aka knowledge)

Human capital is the largest component of wealth in high-income countries



World Bank: The Changing Wealth of Nations 2017, forthcoming

After action review



**After Action Reviews alone
can replace annual
performance reviews.**

(Oh, and save lives.)

Meet my friend Chris:

40 feet above ground,
 $\frac{1}{2}$ second from impact,
25.5 second flight felt
like 3 hours
(temporal dilation),
spine compressed 2.5"



“How does the military take a young college graduate and turn them into a fighter pilot?”

“Using the Debrief and the resulting lessons learned (aka AAR), an experiential learning accelerator.”

— Chris “Elroy” Stricklin
Colonel (Ret), USAF



With 50% turnover every two years, it takes four months to do this. How?

sage



AAR effectiveness as measure by the Thunderbirds



- Only 33% of organizational objectives achieved, waste of talent, etc.
- Learning from “School of hard knocks” = 5% improvement
- Using unstructured AAR = 28%
- Using structured AAR = 38%
- With a competent facilitator = 300%
- It’s not just debriefing, it’s a culture of debriefing (a real management innovation)

After Action Review Meeting Agenda

12/31/2010 9:00 AM

Click here and enter location of meeting

Facilitator	
Scribe	Click here and enter scribe name
Requested attendees	
Resources	Recording device
Please bring	At least three things that you think went well and three things that you think could have gone better.

Anatomy of the AAR



Objectives	Dialogue leader	Maximum time
Introductions		3
Review after action review ground rules		5
<ul style="list-style-type: none">• For learning, not criticism – absolute no personal attacks• No hierarchy exists• Facilitator and scribe must be different people• Do not over analyze, stay at a high level		
What are the objectives?		2
What actually happened and why was it different?		30
<ul style="list-style-type: none">• What went well?• Why did these things go well?• What could have gone better• Why did these things go wrong?		
What are we going to do different next time?		10
Each person should rate the success of the project		5
What are the specific follow up items?		5

Some resources



My Evaluation – <http://edkless.com/eval>

Afterburner – <http://afterburner.com>

Ron Baker and Ed Kless on AARs – <http://thesoulofenterprise.com/aar>

Interview with Chris Stricklin – <http://thesoulofenterprise.com/stricklin>

AAR Agenda – <http://edkless.com/aar>