



BBRC High Focus Topic series

“After Action Reviews” (AAR)

BB Intro – what are we talking about today?

- **After Action Reviews** (or AARs) – a key part of the “BBRC WAY”
- Key situations become opportunities to learn
- Way to **build, store and retain important knowledge**
- Important to see them as not just “*meetings*” or “*post mortems*” to talk about what happened...
- ...they need to lead to change, and lessons need to be remembered
- We will discuss examples of how to best use AARs, traps to avoid and whether there is merit to BARs (Before Action Reviews)
- The **VIDEO and the ARTICLE** are both excellent sources for training your teams

“Companies that master this process gain—and sustain—competitive advantage. They avoid repeating the kinds of errors that gnaw away at stakeholder value. And instead of merely fixing problems, they adapt more rapidly and effectively than rivals to challenges no one even imagined.”

Harvard Business Review, 2005

DISCUSSION POINT 1



Explain the most effective AAR you were a part of. What happened and why?

DISCUSSION POINT 2



Think of a time when things to change were identified in an AAR, but the mistakes ended up being repeated. How did this happen?

DISCUSSION POINT 3



The HBR article talks about BARs and AARs –
do you think there's value in the BAR?

When to use AARs in our businesses? – a few suggestions only...

Retail

- Sale
- Christmas/Easter/Mother's Day etc. – key events
- Buying trips
- Range days
- New product/major product launch
- Other major supplier negotiations (e.g. leases, licences, software)

Property

- Major lease negotiations
- An acquisition of a new centre (operational AAR and negotiation AAR)
- Centre launch
- Completion of any development work/asset improvement

Transforming an AAR from a “meeting” to a source of sustainable competitive advantage

The “meeting” is just part of the AAR process or regimen – it is a “cycle” which only completes when the event is repeated



Link lessons learned directly to future actions (e.g. “this happened and because of that next time person X will do action Y” and/or “every action is either a (i) sustain (ii) stop or (iii) improve”)



Re-visit before the event is repeated

“It is important to correct *things*, but it is more important to correct *thinking*”