

The Before- During- and After-Action Review

A simple tool for businessespeople to learn from their actions and manage change.

	Before Action Review	During Action Review	After Action Review
Intent	What are our intended results and how will we measure them?	What are we trying to do now and are we gathering data?	What were our intended results? What was supposed to happen?
Performance	What challenges and obstacles do we anticipate? How could we fail?	What have we accomplished so far / since the previous stage? Are we succeeding?	What happened? What were our actual results?
Learnings	What have we (or others we can observe) learned from similar situations?	What are the issues / obstacles we are currently facing?	What caused our results / what impeded us / what was unanticipated?
Next Time	What do we believe will make us successful this time?	In the current situation, what should we start, stop or continue?	What will we improve, reinforce or sustain?
Cultural Foundation	Shared mental models.	Real-time adaptiveness / front line decision-making.	Culture of learning / “go see for yourself”.



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