Best Practices For Debriefing Teams

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Overview

• Team Training Objectives
• Guided Team Self-correction
• Demonstrated Benefits
• Question and Answer
WHAT ARE THE GOALS OF TEAM TRAINING?
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<th>Low Fidelity Simulation</th>
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**Diagrams:**

Top:

- **Low Fidelity Simulation**
- **High Fidelity Simulation**
- **Task-work Teamwork**

Bottom:

- **Low Fidelity Simulation**
- **High Fidelity Simulation**
- **Intact Teams**
- **Ad Hoc Teams**
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Learning in simulation-based training is dependent on accurate assessment and diagnostic feedback.
TEAM DEBRIEFS ARE AN IMPORTANT SOURCE OF DATA THAT AUGMENT OBSERVATIONS DURING SIMULATION EXERCISES

Frustrating, inefficient, ineffective

Motivating, focused, impactful
Predicting Team Learning

30%-40% of the Learning that Takes Place in a Team Debrief Can be Predicted by 5 Debrief Characteristics

Remainder explained by other factors like experience of the trainees, personality and skill of the instructor, type of simulation, etc.

Team Self Correction

“Give a [team] a fish and they’ll eat for a day...

... teach a [team] to fish and they’ll eat for a lifetime.”
TEAM MEMBERS THEMSELVES SERVE AS AN IMPORTANT SOURCE OF DATA

BUT, THEY NEED GUIDANCE...

Training Goals

- **Learning goals – Mastery of processes**
  - “To improve our information flow”
  - “To balance workload better among members”

- **Performance goals – Attainment of outcomes**
  - “To pass this test”
  - “To perform better than all other teams”
Teams Need Help

“Seeing the forest for the trees”

Information Search
Information Pushing
Providing Big Picture Summaries

Confusing Phraseology
Providing Backup for a Teammate
Communication
Leadership
Correcting Mistakes
Task Overload
Helping Out Without Being Asked
### Debrief Structure

<table>
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<th>Low Quality Mental Models</th>
<th>High Quality Mental Models</th>
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<tr>
<td>Low Agreement</td>
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<tr>
<td>&quot;The blind leading the blind&quot;</td>
<td>&quot;Blinded by the light&quot;</td>
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<tr>
<td>High Agreement</td>
<td></td>
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<tr>
<td>&quot;Blindly following the pack&quot;</td>
<td>&quot;Masters of the &quot;blind pass&quot;</td>
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**Debrief Structure**

- **Chronological**
- **Free Flowing**
- **By Position**
- **Team-Level Learning Objectives**
Debrief Structure

Teamwork Learning and Debrief Structure

<table>
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<tr>
<th>Debriefing Structure</th>
<th>Mean Teamwork Learning (1-6)</th>
<th>PM Debriefs</th>
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<tr>
<td>Position</td>
<td>4.56</td>
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<tr>
<td>Event</td>
<td>4.75</td>
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<td>Hybrid</td>
<td>4.48</td>
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<td>TDT</td>
<td>5.23</td>
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Debrief Structure

Technical Learning and Debrief Structure

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<tr>
<td>Position</td>
<td>4.38</td>
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<tr>
<td>Event</td>
<td>4.37</td>
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<tr>
<td>Hybrid</td>
<td>4.15</td>
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<td>TDT</td>
<td>4.96</td>
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MODEL OF TEAMWORK

Information Exchange

Pushing data to and pulling data from the right sources at the right time.

- Information search
- Information pushing
- Big picture summaries

Communication Delivery

Supporting Behavior

Leadership/followership
Communication Delivery

Following procedures that increase the likelihood that messages are understood as intended.

- Standardized Protocol
- Complete and unambiguous reporting
- Brevity
- Clarity/Audibility

Supporting Behavior

Actions taken by team members that enable them to effectively compensate for one another.

- Pointing out or correcting an error
- Offering, requesting and accepting backup
Team Leadership/Followership

Behaviors that help to ensure the team moves forward in a positive and united direction.

– Offering or seeking suggestions and recommendations

– Providing or requesting goals/directions/ priorities

Helping Tie Incidents Back to Themes

“So, it sounds like you are saying that _____ provided you with some good backup by taking on the ________ while you were busy with the ________.”
“So, is it fair to say then that next time a similar emergency arises you would like _____ to be more proactive about passing information to _____?”

“So, the feedback you are wanting to provide to those working the_____ position is that they can catch errors before they cascade by regularly monitoring the _____.”
Balanced Discussion of Positives and Negatives

Learning Climate

- Psychologically safe
- Process Focused
- Reinforces cooperation
- Approach opportunities to learn
- Threatening
- Outcome Focused
- Reinforces competition
- Avoid opportunities to fail
Team member:
“All of the reports I got from my teammates were useless.”

Facilitator Response:
“Is that because they were improperly phrased? Incomplete? Too late? In what way would you have liked them to be different?”

“Sounds like you are saying that you need the data provided in those reports to be in the same order every time.”

Team member:
“Half-way through the event I realized that not everyone was aware of the power outage”

Facilitator Responses:
“Good example!”
“Great catch”
“Nice self-critique”

“That is exactly the kind of thing I was looking for in this category.”

“If you had it to do again who would you have passed that information to?”
“You are correct that _____ is a useful tool in most situations, but in situations like this one where _____ exists that would not be the best tool. Who can tell me why?”

Potential Facilitator Responses:

“Now in this case the _____ was still working but if it had not been, then you are right that opening the _____ would have been a great option.”

Potential Facilitator Responses:
“That is a great point, a clear statement of priorities was needed at that time, but the person who had the authority to set those priorities was actually the _____."

Summary
Debriefs Are More Effective When...

1. Teams self-correct

Team Debriefs are More Effective When...

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2. Psychologically safe climate - admit mistakes
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3. Structured around teamwork processes

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4. Discussion of positives and negatives is balanced
Team Debriefs are More Effective When...

1. Teams self-correct
2. Psychologically safe climate – admit mistakes
3. Structured around teamwork processes
4. Discussion of positives and negatives is balanced
5. Goals are process-oriented

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<td>38% Improved Teamwork</td>
<td>Improved Learning</td>
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<td>Learning</td>
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<td></td>
<td>110% Improvement in</td>
<td>21% Teamwork</td>
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<td>Decision Making</td>
<td>28% Task-work</td>
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<td>30% Task-work</td>
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<td>285% Reduction in Tactical Errors</td>
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TAKE AWAYS

Summary

1. “Best practices” robust across environments
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2. Impact of adopting best practices is similar across studies (20-30% increase in learning)
3. Increased return on investment for simulation-based training
   - Reduce number of simulations needed to reach a criterion
   - Make better use of time spent by “extras” in the simulation
Summary

1. “Best debriefing practices” robust across environments

2. Impact of adopting best practices is similar across studies (20-30% increase in learning)

3. Increased return on investment for simulation-based training
   ✓ Reduce number of simulations needed to reach a criterion
   ✓ Make better use of time spent by “extras” in the simulation

4. Increased consistency in team climate should reduce process loss due to inconsistent team membership

5. Significant impacts on team performance (110-285%)
Thank You!