

WHAT WAS SUPPOSED TO HAPPEN?

- What was the desired end state (outcome)?
- Were the aims and objectives of the project communicated and understood?
- Were the timescales, budgets and resources communicated?
- Did all contributors understand their specific roles and responsibilities?

WHAT DID HAPPEN?

- Was the desired outcome achieved?
- Did the various activities and tasks go according to plan?
- How good was communication throughout the project?
- What went wrong (or could have gone better)?

-AGREED UPON FACTS

SHARED OPINIONS-

WHY DID IT HAPPEN?

- What factors contributed to success or failure in various tasks?
- What were the things that occurred that were unexpected?
- Were the timeline, resources and technology allocated sufficient?
- What is the “Root Cause” of the outcome?

WHAT CAN WE LEARN?

- About this type of project in general – things we can learn from or improve
- About resourcing – the mix of skills (shown and needed)
- About the tasks – People, Process, Technology, or Communication
 - Improvements from above needs
- About our approach or the project methodology used
- Misc. - anything else you can think of?

-BYL'S AFTER ACTION REVIEW (AAR) MODEL-