

ALL  
SCENARIOS

## FACILITATOR JOB AID PART 1: AFTER-ACTION REVIEW

After the narrator announces the end of Part 1, pause at the title graphic.



Lead a short discussion using these questions as a guide:

- What is the status of your plant?
- How satisfied are you with your team's decisions so far?
- Do you have a plan of action for moving forward?
- How did you behave as a team?
- How did you communicate as a team?
- What challenges did you face in making decisions?

Leave the video paused at this point—Part 2 begins here.

Lead participants to the classroom to begin the course instruction.

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## FACILITATOR JOB AID PART 2: AFTER-ACTION REVIEW

Pause here:



Within their teams, instruct participants to discuss:

- What went well, and what didn't go well?

If there are multiple teams, have each team report their experiences to the whole class.

Listen for:

- Signs of behavior or conflict that might have resulted from stress
- Use of stress treatment tools
- Examples of recognition-primed decision making
- Applications of crisis leadership tools

### SET DIRECTION

Ask individuals who are Security, Maintenance, or Technical Supervisors:

- What was your team's plan?
- What were your team's priorities?
- Was the way forward clear to everyone on your team?

Listen for signs that the team overcame stress and time pressure to communicate clearly and align to a common set of priorities.

Continued on reverse

## PART 2: AFTER-ACTION REVIEW (CONTINUED)

### MAXIMIZE COMPETENCE

**Ask individuals who are Security, Maintenance, or Technical Supervisors:**

- What was your role in executing the team's plan?
- What were the individual challenges you faced?
- How did the team address individual challenges?

**Listen for signs that the team sought to maximize the contributions of individual team members.**

### ENGAGE THE WORKFORCE

**Ask:** How well did your team do in:

- Using briefings to share information?
- Using 3-way communication?
- Focusing on what was happening?
- Managing distractions?

**Listen for:**

- Problems: discuss how to address them, and how this could improve their performance.
- Good performance during Part 2: what practices contributed to the success?

### COPE WITH RISK

**Ask:**

- What situations did you face that you had not previously experienced or anticipated?
- What decisions did you make and how did you decide?

**Listen for signs that teams understand when and how to use recognition-primed decision making.**

If there are no volunteers, walk through the decision-making process for the multiple-choice question. Note that even though several options were laid out for a rational decision, under time pressure the teams were more likely to select their response intuitively (e.g., "that's the one.").

### ACHIEVE SUSTAINABLE RESULTS

**Ask:**

- **How successfully did you protect the core and spent fuel?**
- Did anyone cheat? For example, did you move an Equipment Operator directly to where he could perform a needed action?

**Listen for:**

- Signs that team members had feelings of ownership and accountability for results
- Any admissions of cheating

**Follow up:** What will you do in the real world when you can't use magic (cheat) to get what you want?

### SUMMARY

**Summarize and follow-up on what you have heard as it relates to the learning objectives of this course.**

**Direct participants back to their seats in the classroom.**