

LEADER-LED AFTER-ACTION DEBRIEFINGS (L-LAAD)

A High Adventure Outdoor Recreation (ODR) Program



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Activities

Learning Objectives

- TLO:
 - Conduct a Leader-Led After Action Debriefing (L-LAAD)
- ELOs:
 - Describe the purpose of the L-LAAD
 - Describe the Leaders' roles
 - Describe the phases of the L-LAAD



Warrior Adventure Quest Goals

Reintegrate:

- Support ARFORGEN RESET (1st 120 days)
- Help manage Warriors' tendency for risky behavior

Reconstitute:

- High adventure recreation programs after block leave (1st drill for USAR/ARNG)
- Build cohesion, model leadership, integrate “New Guys”

Routine Training

- Build Cohesion, Bonding & Esprit de Corps
- Support ARFORGEN Train/Ready



Good Leaders & Bad Leadership



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Good Leadership In Bad Situations



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Iraq



Warrior Reactions



Overcame addiction. Became a strong advocate in Congress for BH treatment of veterans of Korea and Vietnam. Retired as a MAJ from 36th Infantry Div, Texas NG.



Became Deputy of VA and Peace Corps, wrote books, completed Juris Doctorate, remarried, retired from USN as a Commander.



Left the Army. Became dysfunctional from delusions, violent rage, addictions from PTSD. Died among pill bottles and cans of cleaning solvent he was huffing.

Warrior Adventure Quest



ARMOR FOR YOUR MIND

Leader-Led After Action Debrief (L-LAAD)

- A Leader's tool
- Emphasis on teamwork, unit cohesion & restoring or enhancing readiness

Not a fault-finding review or group therapy



L-LAADs & WAQ



L-LAADs bridge WAQ activities with real world events



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L-LAAD Examples

Goals Of The L-LAAD

- Review & make sense of events
- Build/enhance unit cohesion, & trust
- Build on group & individual strengths
- Emphasize peer support
- Reinforce Resilience skills training
- Prepare unit for military operations



Leaders As Facilitators

Work as a team

- One Leader & one co-facilitator
- Trained in L-LAAD

Lead Facilitator

- Preferably a Staff Sergeant or higher

Co-facilitator

- Leaders (squad leader or higher)
- Help transition the group



Leaders' Responsibilities

- Make connections – Past, Current, & Future
- Transition through each phase
- Establish a tone of respect
- Make sure group doesn't:
 - Discount individual's thoughts or reactions
 - Encourage negative perspectives
 - Dig into underlying emotional issues
 - Focus on failures or shortcomings



Setting

Location

- Safe place within AO that's sheltered from elements
- Seat in a horseshoe type formation w/ minimal distractions

Timing

- Give Warriors time to secure gear & clean up

Provisions

- Provide water or refreshments



Leading The Discussion

- Guide the discussion
- Ask open ended questions
- Give proper feedback



Phases of the L-LAAD

INTRODUCTION

EVENT

REACTIONS

SELF & BUDDY AID

RESILIENCE



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Full LLAAD



Introduction Phase

- Set focus of the L-LAAD
 - “Gather around we’re going to talk about what we did
 - This is not a traditional AAR nor a critique of your performance”
- Set ground rules
 - “Don’t bash leadership
 - Be respectful of what others say
 - Speak only from your perspective
 - No second guessing”



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Phase 1 LLAAD



Event Phase

- “Today, we got to [go on an adventure activity]. What did you guys think about the activity? What about the activity did you like?”
- What happened?
- What went well?
- Who did well?
- How else might this apply to our job?”
- Warriors are encouraged but not required to share their perspectives.



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Phase 2 LLAAD



Reaction Phase

- Leader acknowledges thoughts and physical responses to the activity
- Normalize the range of possible emotions that may occur:
 - Warriors may become angered, guilty, or sad
 - Specifically address second guessing

NOTE: It isn't necessary to try to "fix" or "explain away" reactions Warriors had during the activity



Reaction Phase Example

- WARRIOR ADVENTURE QUEST:
 - “How many of you were nervous about doing this activity? How did you know you were nervous?”
 - What were your observations and what were your thoughts?
 - It’s normal to be nervous or jittery before and during a mission, but we overcome that with training and teamwork...”



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Phase 3 LLAAD

ARMOR FOR YOUR MIND

Self & Buddy Aid Phase

- Emphasize & train self & buddy aid techniques
- Discuss the potential impact on performance when unit is not working as a team
 - “What happens when we don’t work as a team?”
- Discuss common reactions
 - “How did you take care of yourself and each other?” Give me some examples.
 - “How will you take care of yourself and your buddies in the future?”



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Phase 4 LLAAD



Resilience Phase

- Normalize common reactions
 - Adrenaline response
 - Nervousness and Courage
- Re-acknowledge
 - Who did well
 - What went right
- Reinforce Resilience Principles
 - Trust your training
 - Steel your resilience
 - Listen to your Leaders
 - Be a Buddy
 - Maintain relationships with Family



Resilience Phase Example

- WARRIOR ADVENTURE QUEST:
 - “An expert is someone who has made every mistake in a particular area. We made some mistakes, but we were able to successfully complete ...”
 - “How does this apply to our Mission? How about in life in general?”
 - “How do we take what we learned today and use it going forward?”



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Phase 5 LLAAD

ARMOR FOR YOUR MIND

Closing the Session

- Wrap it up
- Remind group of local resources-mitigate stigma
- Remind group that operational requirements still exist
- Hand out resource cards
- Leave the group with a positive perspective



TAKE A 10 MINUTE BREAK



Practical Exercise

- Break into groups of 8-12
- Select a leader & co-facilitator
- Leader will explain the task
- Complete the task
- Conduct a L-LAAD



Knot The Way Things Work

- Given a length of cord
- All group members hold the cord with one hand & maintain this grip throughout the event
- The group's mission is to tie a knot in the middle of the cord then untie it
- The group has 4 minutes to tie a knot & 2 minutes to untie it



Missions Come In All Shapes

- Given a loop of cord
- Each person grips the cord with both hands with even spacing between members
- All members move to the center & close their eyes
- On the word “go” the group’s mission is to form one of the following shapes while keeping their eyes closed:



- The group has 4 minutes to form a shape



Start With Good Order & Discipline

- All group members line up against a wall with one hand on the wall
- One hand remains in contact with wall at all times
- All group members remain mute throughout the task
- The group's mission is to align themselves
Alphabetically by 1st or middle name, or by birthday or
time in service
- The group has 4 minutes



Summary

- L-LAADs help Soldiers and Teams to make sense of a difficult or traumatic events by building on cohesion, strengths, trust and resilience to ensure readiness for future operations.
- Leaders' conducting the L-LAAD provide honest information about the situation and guide the discussion while ensuring that people are respectful of each other
- The L-LAAD has 5 phases consisting of an introduction phase, an event phase, a reaction phase, a buddy aid phase and resilience phase.
- Conducted an L-LAAD



QUESTIONS?

