



Joffe Academy

How to Debrief an Incident



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Agenda



- How to run a Debrief
 - Purpose of a debrief
 - Prepping for a debrief
 - Logistics of a debrief
 - Facilitator best practices
 - C.O.P.I.N.G model

What is the Purpose of a Debrief?



- 1) Reflect on a scenario:
 - a) When you know better you do better!
 - b) “Hindsight is 20/20”

- 1) Re-norm or clarify roles and responsibilities
 - a) Removes uncertainty for staff about their job responsibilities
 - b) Builds trust and teamwork among staff

- 1) Identify gaps in your communication channels or overall procedures
 - a) Deal with incidents more effectively next time (or PREVENT a next time!)

**The purpose is NOT to place blame or determine whose fault it was!*

Examples of Incidents to Debrief:



- Missing student
- Fire
- Lockdown on campus (perceived or real threat)
- Person hit by a car or car accident
- Response to coronavirus case on campus

What have YOU experienced that should be debriefed?

Prep for a Debrief:



1. Determine facilitator (for campus incidents - often will be Ops Leader!)
2. Research basics of incident to determine who should attend the debrief
3. Determine which of the two ways is best to debrief the incident
4. Send meeting request email
5. Prep logistics and roles of the meeting

What are the Best Logistics of a Debrief?



- 1) WHO: Everybody that had a meaningful role in how incident played out (probably 3-15 people)
- 1) WHAT: 1.5 - 3 hour meeting
- 1) WHEN: 3-5 days after the incident
- 1) WHERE: Confidential space, sitting in a way to increase participation- need everyone as active participants. Not at exact location of the incident.
- 1) HOW: Confidentially, with a facilitator. Mostly discussion based, but with a note-taker

Two Ways to Facilitate:



1. REAL TIME DEBRIEF- Complete all steps in person. Facilitator can walk team members through the scenario real-time, and ask for all the information/points of view as they go:
 - a. Pros- High level of engagement, Hearing people's perspectives real time increases understanding.
 - b. Cons- Easier to get off track/down a rabbit hole. Increased possibility of heightened emotion.
2. REAL TIME LEARN - Complete steps 1-3 beforehand (i.e. ask staff for their input and perspective). Facilitator then looks at all responses, puts together timeline of incident, and pulls out trends. Only steps 4-6 done real time.
 - a. Pros- Facilitator has higher level of control over debrief conversation. Meeting can potentially be shorter.
 - b. Cons- Potential less buy-in from team if they didn't think through scenario and identify trends themselves

The Facilitator Should:



- Set clear expectations for participation
- Create and maintain a safe, open and supportive environment
- Guide the group as necessary to complete all steps in allotted time
- Reinforce positive aspects of how the incident played out and make sure the conversation doesn't turn to blaming
- *Work to remain as neutral as possible during debrief, especially if the facilitator played a role in the incident*

E-mail Template:



Assalaamu 'Alaykum,

Alhamdulillah, together we survived our recent crisis. While I know we're all still recovering from [the efforts you took during the crisis], we need to capture our primary lessons learned before too much time passes and we return to our day-to-day busy lives. Please join me on [date & time] for a high-level debrief session.

I am considering this investment in time a priority; it will save us time, stress, and energy in the future. We won't be judging right or wrong - we'll simply be capturing the facts of what we did and what we now know. Plus, while we could likely talk about this incident all day, we'll keep this debrief session focused and solutions oriented. Please arrive ready to share your perspective of the incident, and I look forward to seeing you there.

Jazakum Allahu Khairan

CPI Crisis Development Model- C.O.P.I.N.G



1. Control - Physical/Emotional
 - a. Are staff ready to discuss what happened?
 - b. Has it been enough time to accurately reflect?

1. Orient - Orient yourself to the basic facts in a nonjudgmental way while listening to all perspectives
 - a. What happened?
 - b. Who was involved?
 - c. When did they get involved?
 - d. What was each person's response during the situation?

CPI Crisis Development Model (cont.)



3. Patterns

- a. What trends are there from the different perspectives?
- b. Are there factors that seemed to cause the individual behaviors?

4. Investigate- what needs to change

- a. Brainstorm options of what might be done differently next time
- b. Are there ways to prevent the situation from reoccurring?
- c. How can we strengthen or improve individual and team responses?
- d. What resources do you have available?
- e. What skills can team members practice?

CPI Crisis Development Model (cont.)



5. Negotiate

- a. Make a commitment to the changes
- b. Agree on how to respond in the future

6. Give

- a. Express trust, confidence, and respect for your colleagues
- b. Assign next steps
- c. Provide closure and summary in follow up communication

E-mail Template for Post Debrief:



Assalaamu 'Alaykum,

Thank you for joining our debrief session! We were able to share our perspectives and capture our lessons learned. Because of your participation, we are now better prepared for the next crisis that arises.

- *Here is a summary of the incident: ABC*
- *Here are the patterns we identified: DEF*
- *Here is what we have committed to changing going forward: GHI*

Thank you again for your participation! If you have any questions, please let me know.

Jazakum Allahu Khairan



Activity: Stop & Jot

Take one minute to write down:

- One thing you learned or hadn't thought about before
- A question you have
- An action step to take after this training

Examples:

- *I hadn't thought about who to have in the room for a debrief*
- *How do you neutrally facilitate the tabletop if you also were an active participant in the incident?*
- *Talk through the debrief protocol with a school administrator and commit to running a debrief (next time a major incident occurs- can't really schedule in advance!)*