Experience Grid: A Simple Debrief Framework Teams Can Use

Step	To-do	Why it matters	Example/activity
1. Set the frame.	Clearly name the purpose of the debrief before beginning. State that this is about learning, not evaluation.	Psychological safety rises immediately when people know they are not being judged. Lower defenses = higher honesty.	Leader opens with: "This is a learning conversation, not a performance review. Our goal is insight, not blame."
2. What was the plan?	Ask the team to restate the original intent and definition of success.	Many breakdowns are rooted in unclear expectations, not poor execution. Alignment is the first diagnostic.	Ask: "What were we trying to accomplish?" "What did success look like going in?" Capture answers on a whiteboard.
3. What actually happened?	Focus on observable facts and data. Separate story from reality.	Objective reflection prevents defensiveness and keeps the conversation grounded.	Ask: "What did we see, hear, or experience?" "What surprised us?" No interpretation yet. Just facts.
4. What will we do differently next time?	Convert insight into a specific behavioral adjustment with ownership.	Reflection without change is wasted energy. Learning only matters if it alters future behavior.	Ask: "If we ran this again tomorrow, what is one thing we would adjust?" "Who owns that change?"