



Risk Control

Improving Resilience after Disruptions

Each business disruption provides an opportunity for growth. To improve business resiliency, it is important for leadership to capture the real-time experience, lessons and practical actions from each incident response effort.

Using experience to build continuous improvement

After Action Reviews (AARs) were developed by the U.S. Army in the 1970s as a way to improve performance by capturing lessons immediately following combat training exercises. Businesses have adopted this simple approach to improve all aspects of emergency response, crisis management and business continuity activities following team activations.

How to perform an AAR

Who	Leadership: Disruption response team leaders Subject Matter Experts: Staff directly involved in responding to the disruptive incident and developing improvements
What	Discuss the following: <ul style="list-style-type: none">• What happened and what was the root cause?• What worked well?• What are possible improvements?• What actions can be taken to eliminate/reduce the probability of a reoccurrence or improve future organizational responses?
When	Immediately following the response team activities to address the disruptive incident
Where	Virtual or face-to-face meeting at a secure and safe location
How	Identify a resource to facilitate the discussion, capture information and create an AAR summary report.

Key considerations for facilitating the AAR

- Establish ground rules with participants to allow for a free discussion of thoughts and lessons learned.
- Encourage participants to consider the emergency, crisis and continuity response structures and plans activated for the disruption.
- Provide a draft report summarizing the AAR session and agreed action plan to address risks, exposures and response improvements.
- Finalize the summary report, including AAR leadership signatures.
- Ensure the final AAR report is available for future reference (e.g., attach to appropriate emergency, crisis and continuity plans).

To learn more about how CNA's Risk Control services can help you manage your risks and increase efficiencies, please contact RiskControlWebInfo@cna.com or visit cna.com/riskcontrol.