Bluebird360 debrief

FINDINGS / Fictional example · Leader and coach

Where to start

Supervisor of other leads · Entry and closeout · Each round covers the prior 6 weeks. All ratings in this example are fictional.

Keep doing · Ask for concerns before closing

At closeout, peers rated this 4.0 (n=5) and direct reports 3.8 (n=5) on the four-point scale. In the debrief, ask for the last example. Whose concern tends to arrive after the meeting?

Practice first · Check the customer date with the crew

At closeout, peers rated this 2.2 (n=5) and direct reports 2.0 (n=5) on the four-point scale. Choose one date given to a customer. Ask the account contact what was promised, then ask the crew what they expect and when.

Who saw it · Check the customer date with the crew

Closeout ratings on a scale of 1 to 4



How these items were chosen

Both peers and direct reports must have a released closeout result. The strength has the highest lower-group mean of at least 3. The practice item has the lowest higher-group mean below 3. The first item in questionnaire order breaks a tie. These are coaching choices.

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INTERPRETATION / Fictional example · Leader and coach

Where perspectives differ

Use a specific occasion to explain a difference. A rating on its own cannot tell you why it occurred.

Different views · Check the customer date with the crew

At closeout the leader rated this 4.0 (n=1). Direct reports rated it 2.0 (n=5). This was the widest self-to-group difference among released items (2.0 points). Ask each side which occasion they had in mind.

Across rounds · Confirm the next owner

Direct reports rated this 2.4 (n=5) at entry and 3.2 (n=5) at closeout (+0.8). This is the largest absolute shift among comparable anonymous-group ratings. The people who answered can change. Ask what work each group saw in each round.

Entry and closeout · Direct reports

Confirm the next owner · Four-point scale



In the coaching conversation

Where did the wording or timing of the commitment change?

Bring in your Arena assessment

Pick a routine occasion and a high-pressure occasion. What were the consequences of a mistake? How predictable was the work? Ask where you used the same behavior differently. If you have a separate personality or work environment report, bring it to the discussion. This assessment measures observed actions.

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FIELD PRACTICE / Fictional example · Leader and coach

Your 90-day plan

Suggested practice · Check the customer date with the crew

First seven days

Choose one date given to a customer. Ask the account contact what was promised, then ask the crew what they expect and when.

Day 30 · Establish a starting point

Keep the customer commitment and the crew’s account side by side. Mark any difference in scope or timing. Log two occasions. For each, record whether the opportunity arose, what you did and what the other person saw. Review one example with your manager.

Day 60 · Try it under different conditions

Repeat the practice during a different shift, assignment or operating review. Ask a second colleague to describe the action in their own words. Compare the two accounts and adjust one part of your approach.

Day 90 · Decide what to keep

Bring the two most recent observations to your manager. Point to one occasion when the change helped and one where it was difficult to use. Decide together whether to keep practicing, adapt the routine or choose another behavior.

What to ask your manager

Where did the wording or timing of the commitment change?

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ITEM EVIDENCE / Fictional example · Leader and coach

Developing Yourself

Each row describes one behavior from the viewpoint of the people who rated it.

DY1 · How often did this leader ask a colleague for feedback on a specific part of their own work?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

DY2 · How often did this leader correct an earlier account when new evidence changes it?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

DY3 · How often did this leader acknowledge their own part in a mistake?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)

DY4 · How often did this leader try a different approach after receiving specific feedback?

Round	Self	Manager	Peers	Direct reports
Entry	2.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)

Reading the evidence

1 Never or rarely · 2 Sometimes · 3 Often · 4 Consistently. The number in parentheses counts eligible numeric responses. Self and manager are identified. Each anonymous group needs 5 distinct ratings per item and round. “Did not observe” contributes no score.

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ITEM EVIDENCE / Fictional example · Leader and coach

Leading Your Crew

Each row describes one behavior from the viewpoint of the people who rated it.

LT1 · How often did this leader tell the person taking an assignment which decisions they can make?

Round	Self	Manager	Peers	Direct reports
Entry	4.0 (n=1)	3.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	4.0 (n=1)	3.0 (n=1)	2.4 (n=5)	2.4 (n=5)

LT2 · How often did this leader invite concerns before closing a discussion?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	4.0 (n=1)	3.8 (n=5)	3.8 (n=5)
Closeout	4.0 (n=1)	4.0 (n=1)	4.0 (n=5)	3.8 (n=5)

LT3 · How often did this leader give a colleague feedback about a specific action they observed?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

LT4 · How often did this leader tell people what happened to a concern they raised?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)
Closeout	3.0 (n=1)	2.0 (n=1)	2.6 (n=5)	2.6 (n=5)

Reading the evidence

1 Never or rarely · 2 Sometimes · 3 Often · 4 Consistently. The number in parentheses counts eligible numeric responses. Self and manager are identified. Each anonymous group needs 5 distinct ratings per item and round. “Did not observe” contributes no score.

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ITEM EVIDENCE / Fictional example · Leader and coach

Protecting the Network

Each row describes one behavior from the viewpoint of the people who rated it.

DB1 · How often did this leader explain what a change in priority means for another group’s work?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

DB2 · How often did this leader check available capacity before making a commitment?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)

DB3 · How often did this leader state which part of an update still needs verification?

Round	Self	Manager	Peers	Direct reports
Entry	2.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)

DB4 · How often did this leader bring a tradeoff to the person authorized to resolve it?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

Reading the evidence

1 Never or rarely · 2 Sometimes · 3 Often · 4 Consistently. The number in parentheses counts eligible numeric responses. Self and manager are identified. Each anonymous group needs 5 distinct ratings per item and round. “Did not observe” contributes no score.

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ITEM EVIDENCE / Fictional example · Leader and coach

Delivering for the Customer

Each row describes one behavior from the viewpoint of the people who rated it.

DR1 · How often did this leader state who is responsible for the next action on unfinished work?

Round	Self	Manager	Peers	Direct reports
Entry	4.0 (n=1)	3.0 (n=1)	Withheld	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)

DR2 · How often did this leader set a follow-up time for an open commitment?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)

DR3 · How often did this leader check the outcome with the group that received the work?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

DR4 · How often did this leader tell the affected people when a promised result will be late?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

Reading the evidence

1 Never or rarely · 2 Sometimes · 3 Often · 4 Consistently. The number in parentheses counts eligible numeric responses. Self and manager are identified. Each anonymous group needs 5 distinct ratings per item and round. “Did not observe” contributes no score.

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ITEM EVIDENCE / Fictional example · Leader and coach

Supervisor of other leads practice

Each row describes one behavior from the viewpoint of the people who rated it.

S1 · How often did this leader observe a lead completing a responsibility they delegated?

Round	Self	Manager	Peers	Direct reports
Entry	2.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	Withheld	2.8 (n=5)

S2 · How often did this leader bring conflicting accounts from two crews or shifts to the person who owns the decision?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.4 (n=5)	2.4 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)

S3 · How often did this leader check that the crew doing the work received the date given to a customer?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	2.0 (n=1)	2.2 (n=5)	1.8 (n=5)
Closeout	4.0 (n=1)	2.0 (n=1)	2.2 (n=5)	2.0 (n=5)

S4 · How often did this leader revisit a lead’s agreed development goal at a later meeting?

Round	Self	Manager	Peers	Direct reports
Entry	3.0 (n=1)	3.0 (n=1)	2.8 (n=5)	2.8 (n=5)
Closeout	3.0 (n=1)	3.0 (n=1)	3.2 (n=5)	3.2 (n=5)

Reading the evidence

1 Never or rarely · 2 Sometimes · 3 Often · 4 Consistently. The number in parentheses counts eligible numeric responses. Self and manager are identified. Each anonymous group needs 5 distinct ratings per item and round. “Did not observe” contributes no score.