



**“Debriefing” your  
participation in the**

**GLOBAL  
MANAGEMENT  
CHALLENGE**





The use of debriefing is an important method of learning.

We strongly suggest, the use of this document to reflect on the lessons learned with the experience in which you participated.

By participating in the global Management Challenge, as a member of a management team, you became deeply involved in understanding the rules of marketing , company management and of the competition, taking decisions, working as a team member and assuming different roles in the meetings.

It is important now to draw some conclusions, about the experience in its different aspects, and what you have learned.

On the following pages, you will find the exercise that will allow you to do this.



*This document contains 4 groups of questions for each skill area (p. 6-9), a form to calculate the score of your responses (p.10) an example of score calculation (p. 11) and finally two pages (p. 12 and 13) that help you interpret your "score" of "debriefing"*

**Your team managed a company on a competitive market and your team members experienced new skills:**

- Strategic management**
- Decision-making**
- Teamwork;**
- Leadership.**



Strategic Management

5

Decision-making

6

Teamwork

7

Leadership

8



use the scale from 0 to 10 in order to respond to the questions

## Strategic Management

1.1) The team analyzed the Company History?

Quickly 0 1 2 3 4 5 6 7 8 9 10 With detail

1.2) The team defined an objective and a strategy to achieve it?

No objective or strategy were defined 0 1 2 3 4 5 6 7 8 9 10 An objective and strategy were defined

1.3) How do you characterize the defined strategy?

Not clear 0 1 2 3 4 5 6 7 8 9 10 Very clear and detailed

1.4) In each function, different scenarios were studied, for each decision, considering the influence on the company results?

No 0 1 2 3 4 5 6 7 8 9 10 Yes, with detail



use the scale from 0 to 10 in order to respond to the questions

## Decision-making

2.1) Which method was used to the decision-making?

Individual decisions 0 1 2 3 4 5 6 7 8 9 10 Coordinated and collective decisions

2.2) Decisions were subject to an activity calendar ?

No 0 1 2 3 4 5 6 7 8 9 10 Yes, with detail

2.3) In case of disagreement, how was the final decision taken?

Majority of votes 0 1 2 3 4 5 6 7 8 9 10 By the team leader

2.4) The decisions were reviewed and exact when introduced at each round?

No 0 1 2 3 4 5 6 7 8 9 10 Yes, with detail



use the scale from 0 to 10 in order to respond to the questions

## Teamwork

3.1) The team was organized, with clear and allocated functions?

No 0 1 2 3 4 5 6 7 8 9 10 Yes

3.2) The team had a activity calendar?

No 0 1 2 3 4 5 6 7 8 9 10 Yes

3.3) The team members punctually executed their functions?

No 0 1 2 3 4 5 6 7 8 9 10 Yes

3.4) The team worked as a homogeneous whole?

No 0 1 2 3 4 5 6 7 8 9 10 Yes



use the scale from 0 to 10 in order to respond to the questions

## Leadership

4.1) A Project leader or General Manager was appointed by the team?

No 0 1 2 3 4 5 6 7 8 9 10 Yes

4.2) In case of disagreement who took the final decision?

The function responsible 0 1 2 3 4 5 6 7 8 9 10 The team leader, after consulting with the different functions

4.3) There were conflicts during the teamwork?


No 0 1 2 3 4 5 6 7 8 9 10 Yes

4.4) In case of conflicts, how were they solved?

By the Team Leader 0 1 2 3 4 5 6 7 8 9 10 With open and frank discussion



Mark each answer:

Question/ answer	0	1	2	3	4	5	6	7	8	9	10	SCORE
1.1												
1.2												
1.3												
1.4												
2.1												
2.2												
2.3												
2.4												
3.1												
3.2												
3.3												
3.4												
4.1												
4.2												
4.3												
4.4												
Total marks												
X column value												=

Print this sheet to calculate your score ( see how to use in the next page)

# Mark each answer (example how to calculate your score)

Questions /answers	0	1	2	3	4	5	6	7	8	9	10	SCORE	
1.1				x								↓	
1.2							x						
1.3								x					
1.4									x				
2.1									x				
2.2										x			
2.3											x		
2.4											x		
3.1											x		
3.2						x							
3.3									x				
3.4										x			
4.1											x		
4.2											x		
4.3					x								
4.4		x											
Total answers	0	1	0	1	1	1	1	1	3	2	5		
X column value	0	1	0	3	4	5	6	7	24	18	50	=118	

This is an example how to calculate your score



How to interpret your “debriefing” “score”

You obtained more than 144 – Congratulations, probably your team won the competition.

You obtained between: 96 e 143 – The team worked hard, you should discuss what could be done better, but you have a good classification.

Obtained between : 48 e 95 – The team must discuss how is organized and studied the mission.

Obtained between: 0 e 47 – The team must reflect why it behaved this way.



How to interpret your “debriefing” “score” : (continued)

Now that you saw the result, do a reflection about your answers and the reasons why they were that.

In case of doubt repeat the exercise.

If you would repeat the experience, what would you change in: your behavior and contribution, in the team organization and in any other aspects that you consider important.

*The changes I would do:*



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