



AFTER-ACTION — LEADERSHIP READINESS

THIS RUN:

CONCEPT DEMO

Developing

Sally · Command Center Readiness
Drill — Wildfire · 12 solid · 7 refine ·
2 mixed · 1 gap

WHAT WENT WELL

- **Reading the signal — assess before you react.** You checked before you reacted. A far-off smell is a warning sign, not a reason to evacuate. You set up a read on the real threat — distance, speed, and where the fire is headed — and named the point that flips you from watching to moving. That's the judgment this seat is for. The plant keeps running while you gather the facts.
- **Naming a backup before you're out of reach.** You handed over authority out loud, ahead of time, and made sure your backup stays reachable. If you drop off, the team can still make the call. This is the thing that saves you when you're the one on a plane.
- **Gathering the key facts.** You asked for the facts that make an evacuation safe — a full headcount, an open way out, and a meeting spot still clear of the drifting smoke — before pulling the trigger. When the threat has a direction, confirming the route and the meeting spot are clear is always worth the beat.
- **Catching a dangerous compromise.** You caught the compromise and set the rule for the room. "Just two people, just sixty seconds" on the shortage-list line is how a clean evacuation turns into a casualty count. The batch and the line can be replaced. The people can't.

WHAT COULD BE BETTER

- **Handing off the product decision (question 20).** Setting the decision aside is fine. But setting the whole thing aside means the exposure details and room conditions — data that fades — go unrecorded, and an undocumented exposure is harder to defend later.
- **Catching a half-measure — hazards (question 10).** You noticed the dust but made it a maybe. "If you have time" is how a live dust collector stays powered under landing embers.
- **Protecting what can't be replaced (question 15).** People-first is never wrong. But you never even raised what could be saved. The expensive ingredients in the most exposed building were a known, avoidable loss, and no one put the question on the table. Raising it and then deciding is the difference between a judgment and a blind spot.
- **Getting the facts and setting a watch (question 6).** Good to set up watching. But a forecast you can get in two minutes tells you more than watching the map crawl.
- **Owning the evacuation call (question 16).** You owned it and sent the smoke-and-fire building out first — good instinct. Staging is fine here only because Building A is the one already taking smoke, and it goes first.

TIPS FROM YOUR COACH

- Keep disposition with Quality, especially under shortage pressure. Your job is to shield them from it, not add to it.
- Walk the site with your hazmat map. Know the two or three things you'd shut or secure first, and in what order.
- Ask early: should high-value material move, and who has time to move it safely? If moving it delays anyone's exit, the answer is no.
- Bookmark your county's fire map and sign up for zone alerts before fire season. Don't hunt for the link mid-event.
- Re-run the drill in 30 days and aim to close the calls above.

HOW TO READ THIS REPORT

Each question is rated by the call made:

- Solid** The strongest call for that moment.
- Refine** A fair call, but a stronger one existed.
- Mixed** Neither helped nor hurt.
- Gap** A call that would have cost the team.

Those ratings set the overall result:

- Ready** No Gaps, most calls Solid, and nothing weak on a high-stakes call (life safety, who is in charge, re-entry).
- Developing** One to three Gaps, too few Solid calls, or a weak high-stakes call.
- Needs coaching** Four or more Gaps — or anyone left unaccounted for, which sets this result by itself.

THE SITUATION

Your boss — the plant manager — is out of the office, and you've been delegated site lead until they're back. Just your luck: a crisis is brewing, and you've never had to run one before. The teams report to you, and the calls are yours to make. This isn't about knowing the fire playbook — it's about asking the right questions, knowing what to hand off and what to own, and catching it when a team gives you bad advice.

- A wildfire about 20 miles north is moving toward the plant.
- 3 buildings on site, about a mile apart. Building A (north) is closest to the fire.
- 112 people on site today. No order to leave yet.

1. READING THE SIGNAL — ASSESS BEFORE YOU REACT

Solid

A wildfire is about 20 miles north. People smell smoke, but there's no fire here and no order to leave. What's your first move?

- ☐ Keep watch and let me know if anything changes. I don't want to pull two running lines over a distant smell yet.
- ☐ This is routine fire-season smoke on the wind. Log it, keep the lines running, and we'll reassess if it changes.
- ☐ I'd rather over-react than under-react — sound the alarm, bring the lines down, and move all 112 people out now.
- ☒ Nobody leaves over a smell twenty miles out. Get the fire's distance and speed, and what we'd shut down if it turns. **STRONGEST CALL**

You checked before you reacted. A far-off smell is a warning sign, not a reason to evacuate. You set up a read on the real threat — distance, speed, and where the fire is headed — and named the point that flips you from watching to moving. That's the judgment this seat is for. The plant keeps running while you gather the facts.

2. BRINGING THE TEAM TOGETHER AND TAKING CHARGE

Solid

Do you bring the leaders together and put someone in charge now?

- ☐ Each function knows its area. I'll coordinate directly and bring everyone together if the situation escalates.
- ☒ Bring EHS, Production, Maintenance, Quality, and Communications in now. I'm in charge, and start a written log. **STRONGEST CALL**
- ☐ Get EHS, Production, and Maintenance in the room now, and have Quality and Communications join by phone in five.
- ☐ Put everyone on notice, but hold off on a formal command structure — I don't want to over-formalize a distant threat.

You brought the full team together and started the log before things got worse — including Communications and Quality, who you'll need within minutes. You built the structure while you still had time.

3. HANDING OFF THE FLOOR DECISION

Solid

How do you handle Production's question?

- ☐ Bring both lines down on an emergency stop right now — I want zero risk on the floor, whatever the batch costs us.
- ☐ How long to bring the coater down without losing the batch? Tell me that number first, then it's your call.
- ☐ Hold both lines and land the coating batch first — that shortage-list product is worth protecting while we can.
- ☒ That's your floor — people first. Get both lines to the safest stop; nobody stays on a line for a batch. **STRONGEST CALL**

You trusted the person with the floor details you don't have, and you said the priority out loud — people over the batch, no one on a running line. Now the how-to is theirs, and you're free for the bigger calls.

4. SETTING UP WHO DOES WHAT

Solid

Set up the roles under you. Who runs the response, who owns safety, who keeps the log?

- ☐ We don't have time for an org chart — route every decision to me and we'll keep the response fast and simple.
- ☐ I'll keep safety, the floor, and the log under me directly, so nothing falls through the cracks between people.
- ☐ EHS takes safety and someone keeps the log. I'd rather stay lean and add structure only if this keeps growing.
- ☒ I stay in charge. EHS owns safety — exits and headcount. Production runs the floor. One logs decisions. **STRONGEST CALL**

You stayed in charge and named who owns what — a safety lead focused on exits and headcount, someone running the floor, and a written log. That's the structure that holds up under pressure and later review.

5. KEEPING COMMUNICATION WORKING

Solid

Cell phone signal is fading and a power cut is coming. How do you keep people talking?

- ☐ Cell still has bars — keep it primary and hold radios in reserve, so we don't disrupt what people already use.

- ☒ Switch to radios as the main channel now, confirm they're on backup power, and do a radio check every five minutes.

STRONGEST CALL

- ☐ When the cell signal drops, what's our main channel, are the radios on backup power, and do they reach the meeting area?

- ☐ Communication is holding for now. I'd rather focus the team on the fire and handle radios if cell actually fails.

You handed the plan to the right person and got ahead of the real failure — the radio system running on grid power with a power cut coming — instead of waiting for it to break.

6. GETTING THE FACTS AND SETTING A WATCH

Refine

You don't have a fire forecast for your site. What now?

- ☐ The zones haven't moved in the last few minutes, so we have some runway. Hold our posture and keep monitoring.

- ☒ Put someone on the fire map full-time — refresh it every two minutes and call out any change to the zones.

- ☐ Plan for the worst case and act on it now — I'd rather move early than wait on a forecast that may come too late.

- ☐ Get me the county's forecast and the zone trend before I make calls off a raw map. It's one radio call.

STRONGEST CALL

Coach on: Good to set up watching. But a forecast you can get in two minutes tells you more than watching the map crawl.

Stronger move: You asked the people who own the forecast — you can't build one from your seat — for the picture that every later call depends on. Getting the expert read before you decide is this seat's strength.

7. CATCHING BAD ADVICE — THE BUILDING

Solid

Maintenance wants to finish a routine service before emergency prep. Your move?

- ☐ If the power cuts while you're still on the service, what happens to the building and how fast can you switch?
- ☒ Drop the routine service. Test the generator and clear the brush now — that can't wait on a job that can. **STRONGEST CALL**
- ☐ Maintenance knows the building best — let them finish the service, then move to prep. I trust their sequencing.
- ☐ Let them finish the service, but assign someone to the generator and brush in parallel so nothing has to wait.

You caught it. With a power cut warned and the fire getting closer, a routine service can't come before emergency prep. If the power drops before the generator is tested, you lose the systems that keep the building safe overnight.

8. PROTECTING YOUR ATTENTION

Refine

Corporate wants you on the phone right now. What do you do?

- ☐ I'll take the call and brief the CEO myself — corporate needs a straight answer from the person in charge.
- ☒ Tell them: site emergency, people moving to the meeting area, no injuries so far, and I'll call back in twenty.
- ☐ Communications — give corporate the status, the safety picture, and a call-back time. The dollar figure waits. **STRONGEST CALL**
- ☐ Let it go to voicemail for now — I'll call back once the response is stable and I can give them real information.

Coach on: A clean boundary that keeps corporate calm and matches what's happened so far. Just don't let that call-back slip once things settle.

Stronger move: You kept corporate informed and framed it right — the safety picture now, the dollar figure later from the people who can actually produce it — without taking your attention off the response.

9. CATCHING BAD ADVICE — PRODUCTION

Refine

Production wants to start the next batch. Your call?

☒ Forget the production slot. Your only job right now is getting your line clear and your people counted.

☐ No — we're getting people out of Building A, not sending them back in. Stand the batch down right now.

STRONGEST CALL

☐ Only if it's fully hands-off and adds no one to the floor in Building A — otherwise the answer is no.

☐ Start it — the campaign's already behind, and losing the slot is a real cost we could avoid in this lull.

Coach on: Right answer, with a redirect that resets the team's priorities. A touch sharp, but it lands.

Stronger move: You caught it. Sending fresh operators and material into the building closest to the fire while you're evacuating is the exact opposite of the priority. Easy to miss when it's framed as protecting a production slot.

10. CATCHING A HALF-MEASURE — HAZARDS

Mixed

EHS plans to secure the solvents but leave the dust collector powered. Your move?

☐ Is that dust collector shut down and its power cut? With embers landing I don't want it left live at all.

☐ Shut down the dust collector and cut its power too. Dust under embers can explode — do both now.

STRONGEST CALL

☐ Solvents first is the right priority, and the dust line is lower risk — I'm comfortable sequencing it that way.

☒ Secure the solvent tank first, then get to the dust collector — the solvents are the higher-priority hazard.

Coach on: You noticed the dust but made it a maybe. "If you have time" is how a live dust collector stays powered under landing embers.

Stronger move: You caught the half-measure. The solvent tank and the dust collector are both dangerous with embers landing — you don't get to pick one.

11. HANDING OFF THE EQUIPMENT SHUTDOWN

Refine

Maintenance is asking how to shut down the automated equipment before the power drops. Your move?

- ☐ There's no time for a careful sequence — let it come down when the power drops and we'll recover it afterward.
- ☐ Walk me through each step and I'll approve them as we go — I want to understand exactly how we bring it down.
- ☒ Handle it your way, and confirm the lines are safely stopped and the batch settings saved when you're done.
- ☐ Your call — bring the equipment to a safe stop and save the settings so we restart clean. You know the steps. **STRONGEST CALL**

Coach on: You delegated with one check-back — trust, then confirm. Clean.

Stronger move: You handed a technical job to the expert and set the goal — safe stop, clean restart — so you direct the outcome, not the button presses. That protects both the equipment and your ability to restart.

12. CATCHING THE POWER BLIND SPOT

Refine

Maintenance is ready to lock up and leave. What do you check before the building goes dark?

- ☒ Check the generators and confirm the critical systems have backup power, then secure the building and go.
- ☐ The power is the utility's responsibility — let's focus on people and have Facilities lock up behind us.
- ☐ Before anyone leaves: is there backup power for the storage, and do the vents shut if the power drops? **STRONGEST CALL**
- ☐ Facilities has the shutdown in hand — secure the building and pull the crew, they've done this before.

Coach on: Right instinct on power, but only half the question. You didn't check the temperature-controlled storage, or what happens to the air vents when the power drops. Those are what let smoke seep in and get trapped after everyone's gone.

Stronger move: You asked the question that decides how much you lose overnight — backup power, the temperature-controlled storage, and what happens to the air vents when the power drops. Walk away without knowing that, and you get the blind spot that turns a clean shutdown into a week-long recovery.

13. NAMING A BACKUP BEFORE YOU'RE OUT OF REACH

Solid

If you're out of reach, who has the authority to run the response and order the evacuation?

- ☒ If you can't reach me, EHS is in charge with full authority to order the evacuation. Everyone hear that? **STRONGEST CALL**
- ☐ Have someone keep an eye on the response if I step away — I don't expect to be out of reach for long.
- ☐ If you can't reach me for more than five minutes, EHS, you're in charge — and don't sit there waiting on me.
- ☐ I'll make sure I stay reachable throughout, so there's no need to formally hand authority to anyone else.

You handed over authority out loud, ahead of time, and made sure your backup stays reachable. If you drop off, the team can still make the call. This is the thing that saves you when you're the one on a plane.

14. GATHERING THE KEY FACTS

Solid

Before you make the evacuation call, what do you want to know?

- ☐ Give me the headcount first — how many of our people are still unaccounted for right now?
- ☒ EHS — where's the headcount, is the south road open, and is the meeting area clear of fire and smoke? **STRONGEST CALL**
- ☐ Make the call now and reconcile the count at the meeting point — a full check first costs us time we may not have.
- ☐ Treat everyone as clear and give the order — we'll account for any stragglers once they reach the meeting point.

You asked for the facts that make an evacuation safe — a full headcount, an open way out, and a meeting spot still clear of the drifting smoke — before pulling the trigger. When the threat has a direction, confirming the route and the meeting spot are clear is always worth the beat.

15. PROTECTING WHAT CAN'T BE REPLACED

Mixed

Anything important to move before you evacuate, or does everyone just go?

- ☐ Move the expensive ingredients to Building C — only if it's quick and low-risk, and nobody stays past the order. **STRONGEST CALL**
- ☐ Hold the evacuation and get a crew loading the expensive ingredients and solvent drums before anyone leaves.
- ☐ Point the at-risk ingredients out to the fire crew and write them down, but keep everyone focused on getting out.
- ☒ Focus everyone on getting out — we won't spend the window moving material, and we'll accept the loss in Building A.

Coach on: People-first is never wrong. But you never even raised what could be saved. The expensive ingredients in the most exposed building were a known, avoidable loss, and no one put the question on the table. Raising it and then deciding is the difference between a judgment and a blind spot.

Stronger move: You raised the one question nobody else will, and made a careful, people-first call — move what's easy to save in the time you have, with a hard stop at the evacuation order. Protecting what's irreplaceable without ever trading a person for a drum is exactly the judgment this tests.

16. OWNING THE EVACUATION CALL

Refine

The evacuation decision is on the table. What do you do?

- ☐ EHS, this is your area of the response — you go ahead and make the evacuation call yourself on this one.
- ☐ Hold for now — we're not under an official order yet. Wait for the county to call it before we move 112 people.
- ☒ Full evacuation — Building A out first, then the rest of the site, all to the meeting area by the south gate.
- ☐ Call it now — full evacuation, ahead of any county order. Sound the alarm, everyone to the meeting area. **STRONGEST CALL**

Coach on: You owned it and sent the smoke-and-fire building out first — good instinct. Staging is fine here only because Building A is the one already taking smoke, and it goes first.

Stronger move: You made the calibrated call the whole drill builds to. You acted on your own read while the south road was still open, ahead of the county's order — instead of waiting for permission the fire won't give you time to get. This is the judgment that beat the official evacuation by an hour in the real event.

17. CATCHING A DANGEROUS COMPROMISE

Solid

A request to leave two people behind on the coating line. Your call?

- ☐ Only if they're at the door and out in sixty seconds — and hold them to it, not a second longer than that.
- ☒ No exceptions — everyone out means everyone. A shortage-list batch can be replaced; a person cannot. **STRONGEST CALL**
- ☐ Let the two of them set it down safely — they volunteered, and sixty seconds to protect the batch seems fair.
- ☐ No — leave the line however it is, tag it, and get both of them out with everyone else right now.

You caught the compromise and set the rule for the room. "Just two people, just sixty seconds" on the shortage-list line is how a clean evacuation turns into a casualty count. The batch and the line can be replaced. The people can't.

18. OWNING OUTSIDE NOTIFICATIONS

Solid

The fire department is here. What do you make sure their commander gets?

- ☐ Brief them on the solvents — they're experienced, and they'll assess the rest of the building as they enter.
- ☐ Send our safety lead over to their commander to brief them face to face, with the written chemical list to follow.
- ☒ Give their commander our emergency plan and a contact — the solvent tank, the dust collector, and our headcount. **STRONGEST CALL**
- ☐ They're the fire experts — give them access and let them size up the building themselves on the way in.

You gave the crews the full hazard picture, the map, and the live headcount — including anyone still missing and where they were last seen. That's information only your site can give.

19. GOING BACK IN SAFELY

Solid

The building looks fine from outside. Do you let people back in?

- ☐ The fire's passed and the building looks intact — bring people back to their lines and let's resume.
- ☒ Nobody back in until the air's tested, the building's checked, the fire system's reset, and power's safe. **STRONGEST CALL**
- ☐ Send a small team in first for a quick assessment before we bring everyone back — eyes on it beats guessing.
- ☐ A safety tester and a building inspector go in first in protective gear — nobody else until they sign off.

You held re-entry for real clearances across the board — air, structure, fire system, power. That's the near-miss most teams walk straight into once the adrenaline drops.

20. HANDING OFF THE PRODUCT DECISION

Gap

How do you want the smoke-exposed product handled?

- ☐ Your call — hold it for review and document the exposure. The shortage pressure is why it stays with you. **STRONGEST CALL**
- ☐ It was exposed only briefly and it's shortage-critical — plan to release it so we don't worsen the shortage.
- ☐ Hold it aside for now — and tell me what you need from me to make the right call on it properly.
- ☒ Set the disposition aside until the crisis is over — right now the response has to come first.

Coach on: Setting the decision aside is fine. But setting the whole thing aside means the exposure details and room conditions — data that fades — go unrecorded, and an undocumented exposure is harder to defend later.

Stronger move: You handed the decision to Quality with the right frame — hold it and document it — and named why you can't touch it, even under shortage pressure. Deciding early is how a contaminated batch reaches a patient.

21. CATCHING THE REPORTING DUTY

Solid

The shortage-list line is down. What's the reporting move?

- ☐ Set the reporting question aside until the site is stable — we'll handle the FDA piece once the fire's dealt with.
- ☐ We have adequate inventory in the channel, so I don't see a reportable supply impact to file here.
- ☐ Get me the FDA on the phone today — I want us on record before anyone can say that we sat on this thing.
- ☒ Have Quality and Regulatory check the supply impact and report it to the FDA within five business days. **STRONGEST CALL**

You spotted the trigger. When a stoppage is likely to affect supply of a shortage-list drug, reporting it to the FDA is required — as soon as you can, and no later than five business days. You handed the work to the teams who run it and named the deadline.

22. CLOSING THE LOOP

Refine

Before everyone leaves, what do you do?

- ☒ Send people home to rest — full review first thing tomorrow, but I want the log and write-up finished tonight.
- ☐ Hold the team five minutes — a quick review while it's fresh, finish the log, and lock down the write-up. **STRONGEST CALL**
- ☐ Everyone's exhausted — send them home, and we'll reconstruct the timeline and the write-up tomorrow.
- ☐ I'll document what happened myself tonight — no reason to hold an exhausted team any longer than needed.

Coach on: A fair read on exhaustion that still protects the record. Just know some detail fades by morning.

Stronger move: You closed the loop while it was fresh — ran a quick review and finished the decision log, the structured part of the job that holds up under review. And you captured the record — locking down the smoke-exposure write-up and the insurance and regulatory notices before memories fade is what keeps a later auditor from picking the incident apart.

Your read: Sally has good instincts but reached into a team's job, or missed a call or two. Worth a short talk, then run them again.

This is a concept demonstration by PharmTech.AI, not a validated assessment tool. The verdict and coaching reflect choices in one fictional scenario, not the person — do not use them for decisions about anyone's job, role, or emergency duties. In a real event, follow your site's procedures.

Demo build

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