

The LCF Intervention Playbook and the Maintenance Kit

How a team learning program is built from evidence, and how its effect survives the facilitator.

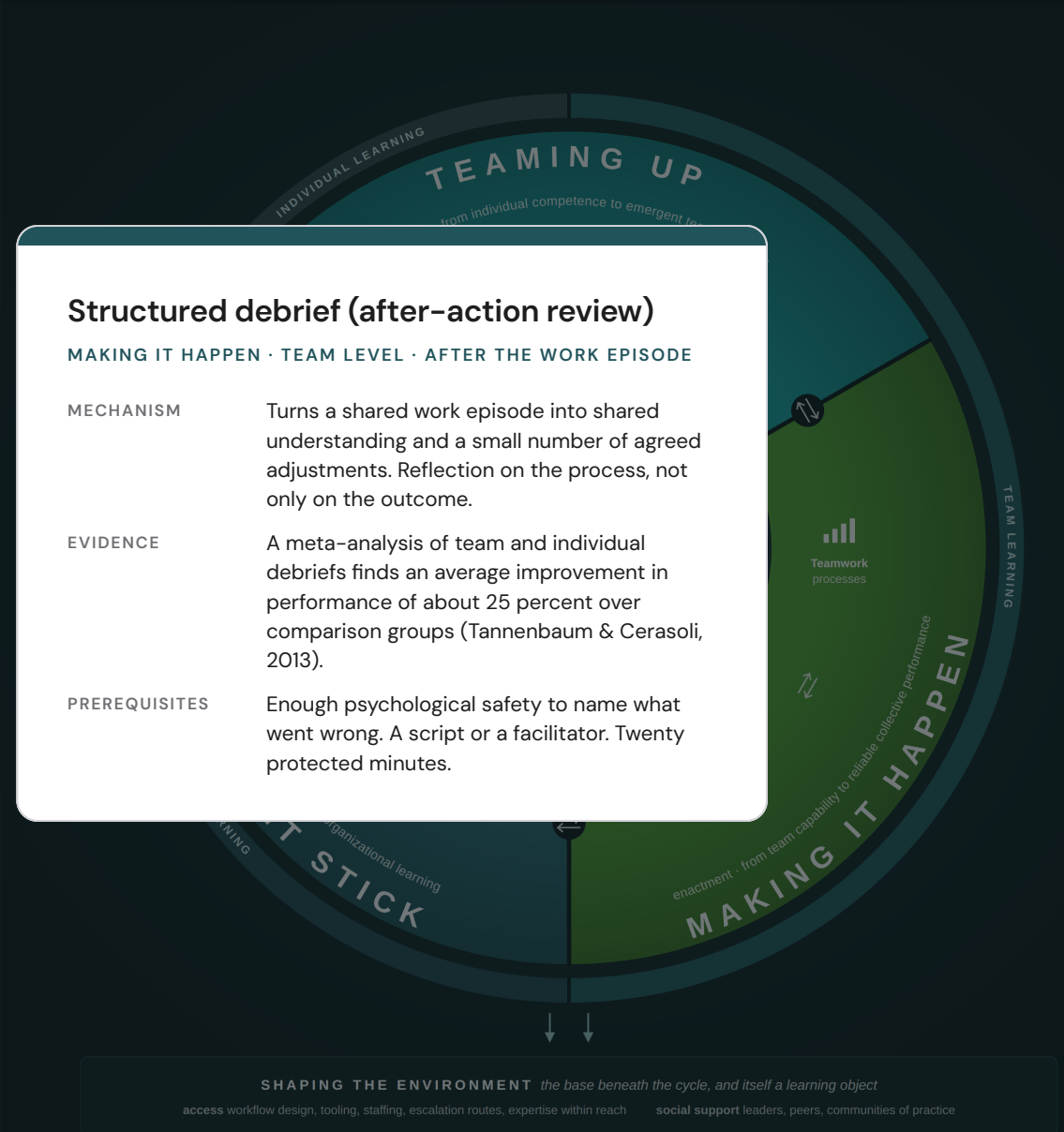
Built on the Learning Conversion Framework

Jos Arets (2026). The framework is open. The cards, the routes and the rhythm are the craft.

Jos Arets · Tulser

Practice: Vivian Heijnen

White paper · September 2026

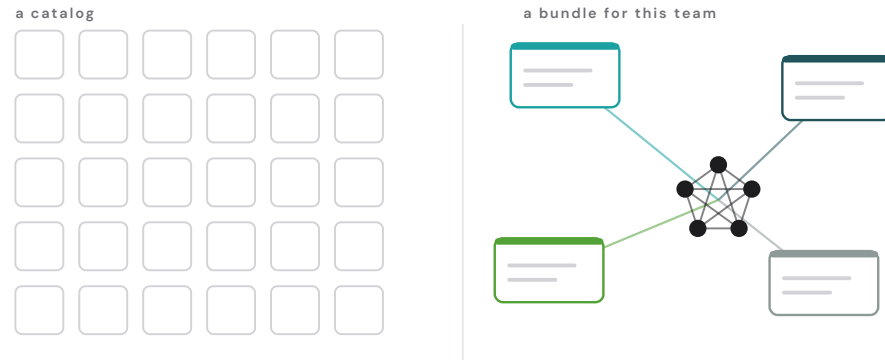


A catalog is not a method

Most team interventions start at the wrong end. Someone knows a format, a simulation, a workshop, a team day, and looks for a team to apply it to. The format may be excellent. Whether it fits this team, at this moment, for this failure, nobody has asked. The same intervention is right for one team and wasted on another, and only the situation tells you which.

The second error follows the first. A program ends, the facilitator leaves, and the effect is left to look after itself. It does not. Skills fade when nobody uses them, agreements drift when nobody revisits them, and what a team learned leaves with the next roster change.

The Playbook answers the first error, the Maintenance Kit the second. This paper shows how both work. It does not reproduce the library, nor the routing from what you see in the work to the cards that fit. The principle is open; the map is the craft.



Left, a catalog: formats sorted by type, useful only to someone who already knows what this team needs. Right, a bundle: a few cards chosen for one team, for the conversion that falters, with one card for the environment around the work.

What a catalog gives you

Formats, sorted by type. Silent on whether this one fits this team, and silent on what happens after the session.

What a team needs

Two to five interventions that address the conversion that actually falters, in an order that does no harm, with a measure fixed before the first session.

What the Playbook adds

The link between them. Every card names its mechanism, its conversion and its evidence, so a bundle follows from the situation instead of from habit.

What this rests on: the Learning Conversion Framework

The Playbook is not a collection of good ideas. It is the working edition of one framework. The Learning Conversion Framework, developed by Jos Arets (2026), describes how learning crosses the levels: from the individual to the team, from the team to reliable performance, and from the team into the organization. Three crossings, which the framework calls conversions, each with its own mechanism, its own failure mode and its own yardstick.

That is what makes the library orderable and a bundle composable. Every card belongs to one conversion, so the question is never which format is popular, but which crossing is blocked. And because the environment around the work carries all three conversions, every bundle names the condition that would otherwise defeat it.

The framework itself is open and described in the white paper Learning that crosses the levels (Arets, 2026), free at tulser.com. The elements underneath it rest on mature research on teams and organizational learning, by Kozlowski, Salas, Marks and Argote among others. The connection between them, the three conversions as one recursive whole, is a proposition of Arets and has not yet been tested as a whole. That is why every program in this Playbook measures in the team's own numbers.



CONVERSION 01

Teaming Up

Capable people become a team that functions: shared mental models, role clarity, psychological safety, collective efficacy.

CONVERSION 02

Making It Happen

That capability becomes reliable performance under load: monitoring, backup, closed-loop communication, coordination.

CONVERSION 03

Making It Stick

What the team learns is stored, found again, updated and reused, inside the team and beyond it.

THE GROUND

Shaping the Environment

Workflow design, tooling, staffing, escalation routes, the support of leaders and peers. It carries the three conversions and is itself a learning object.

The anatomy of an intervention card

Every card in the library has the same structure. That is not tidiness for its own sake. The fields are what make a card composable: an advisor sees at a glance which conversation the card serves, what it needs in order to work, what it must not be combined with, and how you would know it worked.

The example on the right is a card that can carry a claim of its own. Structured debriefs are among the few team interventions with a mature meta-analytic base. That is the exception. For most cards the honest statement is narrower: the mechanism is well established in the research on teams, and the card is a disciplined way of putting that mechanism to work. The library says which of the two applies, on every card.

Structured debrief (after-action review)



MAKING IT HAPPEN · TEAM LEVEL · AFTER THE WORK
EPISODE

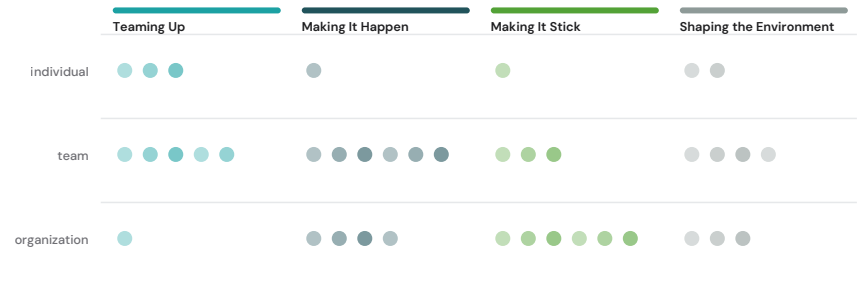
MECHANISM	Turns a shared work episode into shared understanding and a small number of agreed adjustments. Reflection on the process, not only on the outcome.
EVIDENCE	A meta-analysis of team and individual debriefs finds an average improvement in performance of about 25 percent over comparison groups (Tannenbaum & Cerasoli, 2013).
PREREQUISITES	Enough psychological safety to name what went wrong. A script or a facilitator. Twenty protected minutes.
NOT AS	A search for who was at fault. A meeting without a follow-up owner.
DOSE	After every marked episode; at least weekly during the program.
MEASURE	Number of agreed adjustments still in place after four weeks; the team's own metric for the episode.
MAINTENANCE	Weekly board moment in the Maintenance Kit.

How the cards are organized

The library follows the framework. Each card belongs to one of four families, one per conversion and one for the ground beneath them. Within a family the cards are ordered by the level they work on, individual, team or organization, and by the moment in the work episode they belong to: before, during or after. More than a hundred cards, distilled from a research base of more than 140 interventions, in English and Dutch, with the source and the date on every card.

What the Playbook adds to the cards

The cards are the material. The Playbook is the advisor's edition: the routes from what you see in the work to the conversion that falters, the team profiles from the LCF Team Scan, and some fifty program plans that turn a card into a working session. Those routes are deliberately not reproduced here.



The dots stand for cards, not for their contents. The picture shows where the weight sits: most of the library works at team level, and the environment family runs across all three levels because a condition in the work rarely stops at one.

Teaming Up

Builds capability before the work starts

Training intact teams together, cross-training and role rotation, team charters, handover routines, making visible who knows what.

Making It Happen

Turns capability into performance

Simulation with immediate debrief, crew resource management, structured after-action reviews, guided team self-correction, brief shift-start routines.

Making It Stick

Carries a lesson beyond the team that learned it

Harvest routines with an owner, communities of practice, boundary objects at handovers, the routines by which a management team keeps asking what no longer fits.

Shaping the Environment

The levers most L&D plans never touch

Access design, habit formation through the design of the work, voice channels with a duty to respond, staffing and tooling made part of the diagnosis.

From card to bundle

No team needs the library, and no team should try. A program is a bundle: a small number of cards that together address one conversion, in an order that builds. Six rules govern the composition. They are simple to state and demanding to apply, which is what the training program is for.

One conversion at a time

A bundle addresses the conversion that falters now. A second conversion waits for the next episode. Bundles that try to do everything do nothing measurable.

Three to five cards

Fewer leaves a mechanism uncovered. More exceeds what a team can carry next to its work.

At least half in the work itself

Sessions away from the floor prepare; the conversion happens in the work. The bundle puts most of its dose where the behavior has to occur.

Always one card for the environment

Every bundle names the condition in the work that will otherwise defeat it, and what the team or its leaders do about it.

Measure fixed before the first session

The team's own metric, its baseline and the date of the reading are agreed before anything starts. Afterwards is too late.

Maintenance designed in

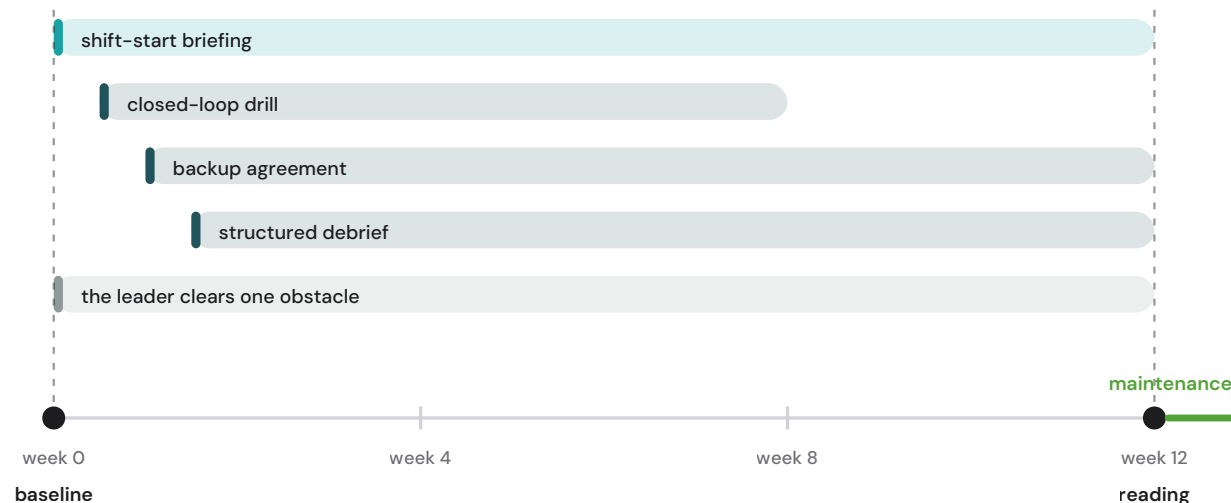
The bundle ends with the level and the moments from the Maintenance Kit that the team commits to. A program without a rhythm is an event.

WORKED EXAMPLE

The team that reverts under pressure

The team performs well on calm days and fragments at peak. What falters is not capability but its enactment, so the bundle addresses Making It Happen and nothing else. Five cards, twelve weeks, most of the dose inside the work.

Note what the bundle does not contain: no team day, no personality instrument, no e-learning about communication. Those are not bad interventions. They are answers to a different question.



One bundle over twelve weeks. Four cards work on the conversion, the fifth on the environment around it. The reading is agreed before the first session, and the rhythm of the Maintenance Kit starts where the program ends.

What the team measures

Incidents and near misses at peak hours, deviations caught in time, recovery time after a disruption. Read at baseline and after twelve weeks, on dates agreed with the team lead.

What the leader does

Protects the twenty minutes for the debrief and removes one obstacle per week. Without that card the other four erode within a month.

What happens after week twelve

The shift start and the weekly board continue at the basic level of the Maintenance Kit. The quarterly session brings newcomers in and checks which agreements still hold.

EXAMPLES

Six team profiles, as they appear in the library

Every organization knows these teams. The profiles show how the Playbook works: from something you see in the work, through the conversion that falters, to a program and a yardstick. Which cards make up each bundle, in what order and under what conditions, is in the library.



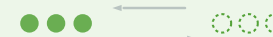
The newly formed team

SIGNS	Capable people, each in their own style. A lot of aligning, little taken for granted.
FALTERS AT	Teaming Up
PROGRAM	Builds shared mental models, role clarity and a common way of handing over in the first weeks, in the real work.
MEASURE	Handover errors, decision lead time, time to the first roster run without help.



The team that reverts under pressure

SIGNS	Good on a calm day. At peak, everyone for themselves, and afterwards nobody knows quite why.
FALTERS AT	Making It Happen
PROGRAM	Practices monitoring, backup and closed-loop communication under realistic load and debriefs every busy episode on the process.
MEASURE	Incidents and near misses at peak hours, deviations caught in time, recovery time after a disruption.



The team with high turnover

SIGNS	Every newcomer starts from zero. The permanent core carries the team and gets tired.
FALTERS AT	Making It Stick
PROGRAM	Records who knows what, makes onboarding part of the team process and spreads the knowledge-carrying roles across more people.
MEASURE	Time to independent work, attrition in the first ninety days, load on the permanent core.



The team after an incident

SIGNS	Silence in the meeting. Covering oneself. Reports go down while the risk stays the same.
FALTERS AT	Teaming Up
PROGRAM	Restores psychological safety with structured debriefs without blame and with leaders who visibly reward speaking up.
MEASURE	Number and nature of reports, speaking time of non-leaders in meetings, follow-up on improvement points.



The team that works well but records nothing

SIGNS	The knowledge lives in heads. When someone leaves or falls ill, the team stalls.
FALTERS AT	Making It Stick
PROGRAM	Sets up routines for storing, retrieving and updating, with an owner per agreement and fixed review moments.
MEASURE	Reuse of recorded agreements, time to an answer on a practice question, agreements still accurate after a quarter.



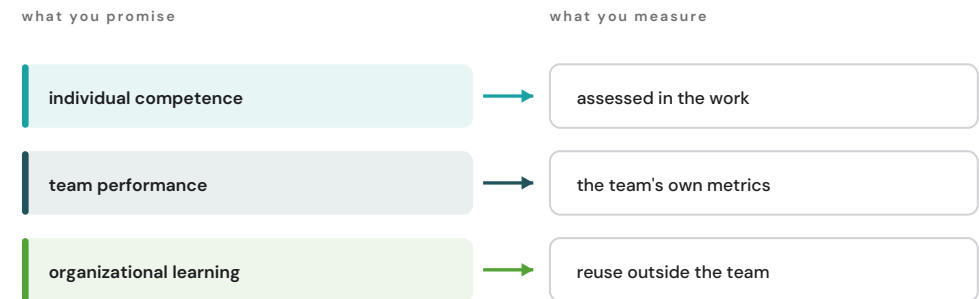
The team whose lessons never reach the organization

SIGNS	This team has solved it. Three departments away they reinvent the same wheel.
FALTERS AT	Making It Stick
PROGRAM	Lays transfer routes between teams and into organizational memory, adapting to the local context instead of copying.
MEASURE	Practices adopted elsewhere, lead time from lesson to adoption, repeated incidents in other teams.

Measurement at the level of the promise

Whoever promises team performance measures team performance. That sentence decides more than any other in the Playbook. It rules out attendance and satisfaction as evidence for a team program, and it rules out a survey filled in before the pressure came as evidence of what happened under load. It also rules in something L&D rarely claims: the team's own operational numbers, read before and after, on a date agreed in advance.

There is a second reason to measure this way. Each program that records its outcome, in a defined situation with a defined bundle, strengthens the weakest link in every intervention library: the claim that this bundle works for this kind of team. The library is built to learn from its own use.



The level error to avoid runs the other way: a stack of certificates offered as proof that a team can perform, or a confident survey offered as proof of what happened under load.

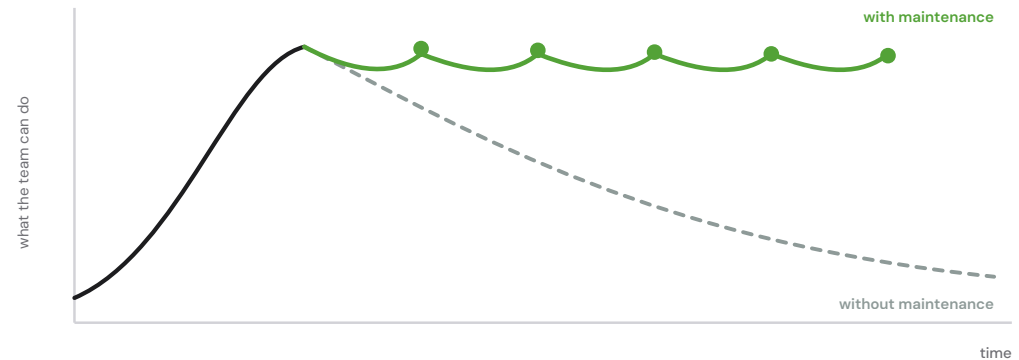
Why maintenance is part of the design

Learning does not keep. In the meta-analysis by Arthur and colleagues on skill decay, the loss grows with the time a skill goes unused; after more than a year without practice it is large. Argote and colleagues found the same at the level of the organization: knowledge acquired through experience depreciates, and what is not used or refreshed loses much of its value within a year.

For team learning the problem is sharper, because a team is a moving target. Members leave, roles shift, the roster changes. The shared mental models built in one program have to be rebuilt, at least in part, every time the team's composition changes.

Most programs treat this as a problem for later. The Playbook treats it as part of the design. A bundle is not finished until it says how the effect will be kept: at what level, in which moments, owned by whom.

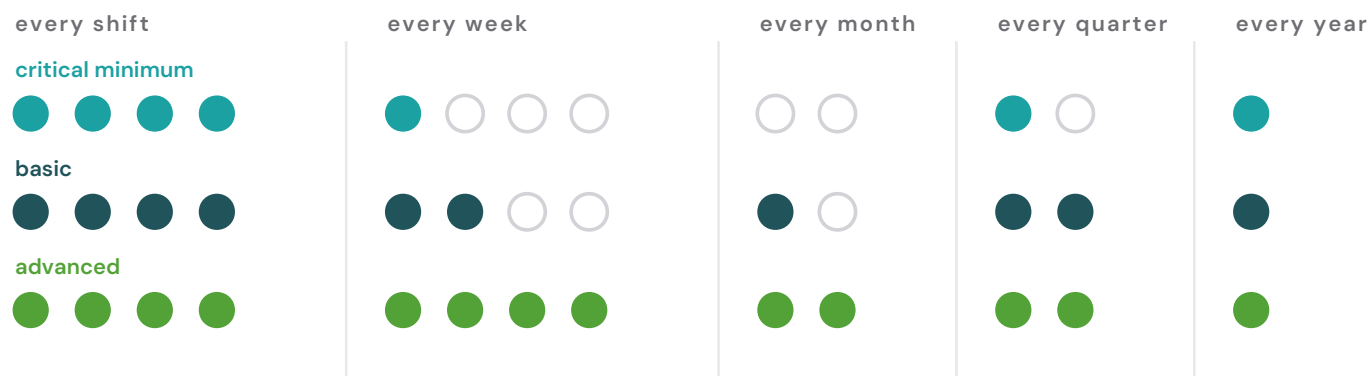
An effect that nobody maintains is a memory of an effect.



Schematic, not a measurement. The shape is what the research describes: without use and refreshment the effect decays, and each maintenance moment costs far less than the program that produced it.

The Maintenance Kit

The Maintenance Kit is the rhythm that keeps a team's conversions alive after the program ends. It works on two axes. The team chooses a level: the critical minimum it must keep doing or the effect is gone within a quarter; the basic level, which keeps the effect stable; or the advanced level, at which the team keeps improving its own conversions. And the level is spread over thirteen fixed moments, from the shift start and the weekly board to the quarterly session and the annual review. Each moment has a purpose, a duration, an owner and a card from the library it draws on.



Filled means the level keeps that moment, open means it does not. The critical minimum protects the cheapest and most frequent moments, because those are the ones that keep shared mental models current when the roster changes.

Critical minimum

The few moments a team must keep or lose the effect. Chosen when the team is under strain and can carry little. Short, frequent, in the work.

Basic

The full rhythm that keeps the effect stable across roster changes and busy periods. The default for most teams after a program.

Advanced

Basic, plus the moments at which the team measures its own conversions and adjusts its bundle. For teams that want to keep improving without a facilitator.

Access to expertise, inside the AI your organization already uses

The library does not come as a binder or a portal. It runs as the Tulser Expertise Amplifier, an MCP server Tulser delivers itself, connected to the AI assistant your organization already works with, so that an advisor, a team lead or an L&D professional can ask, in their own words, what fits this team, and get the cards, the program plan and the maintenance moments, with the source on every answer.

That is a design choice with consequences. It covers one theme and it rides on an assistant the organization has already approved, so there is no platform project and no new licence, only a security review of one read-only connection. It also means the library must meet the standards of a governed knowledge base rather than a document collection. Every card carries its source, its version and the date of its last change. Changes are logged. Users read; only the editorial board writes. The library holds no personal data and no data about your teams; what a team records about its own program stays with the team.

The same canon feeds a second instrument. The Performance Consultant AI supports the intake conversation: it helps an advisor find out what is actually going on before anyone proposes a solution. One body of knowledge, two instruments, one for the question and one for the answer.



The library sits between your own material and the assistant your people already use. Nothing leaves that circle, and every answer carries the card it came from.

What this changes on Monday

Start from the situation

Before you name a format, name the team, what you see in its work and the conversion that falters. If you cannot, the LCF Team Scan can; the six profiles are a first check.

Compose, do not pick

Two to five cards, one conversion, half in the work, one for the environment. Write the bundle down before the first session, with its measure and its baseline.

Promise what you will measure

Agree the team's own metric and the reading date with the team lead. Report that, and only that, as the result.

End with a rhythm

Choose the maintenance level with the team and put the moments in the roster before the facilitator leaves. Then leave.

Three ways to start

Pick a situation. Recognize a team in one of the six profiles and use the ready-made program from the library.

Take the LCF Team Scan. Optional. A diagnosis is an intervention in itself and often unnecessary; use the scan when the picture stays unclear.

Learn to compose. The training program Evidence-informed team learning solutions teaches an L&D team to work with the Playbook and the Kit on its own cases. tulser.com/leeroplossingen

The framework, the practice, the authors

The framework

The Playbook and the Kit rest on the Learning Conversion Framework by Jos Arets: three conversions, six elements, one environment. It is described in the white paper Learning that crosses the levels (Arets, 2026), free at tulser.com.

The practice

Tulser implements the programs with L&D teams and their organizations, in the Netherlands and internationally. Vivian Heijnen leads the implementation. j.aretst@tulser.com

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