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(IJEPC)**[www.ijepe.com](http://www.ijepe.com)**TEACHERS' KNOWLEDGE OF THE DEBRIEFING PROCESS:  
THE NOMINAL GROUP TECHNIQUE APPROACH**Normariya Mohd Nor<sup>1\*</sup>, Norhasmah Mohd Zain<sup>2</sup>, Siti Nordarma Ab Rahman<sup>3</sup><sup>1</sup> School of Health Sciences, Universiti Sains Malaysia, Health Campus, Kelantan, Malaysia  
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This study explores teachers' knowledge and application of debriefing practices, emphasizing the gaps between understanding and practical implementation. Using the Nominal Group Technique (NGT), seven experts participated in structured discussions to prioritize challenges and propose actionable solutions. Findings revealed significant barriers, including lack of standardized protocols, and insufficient institutional support, time constraints. This study underscores the importance of professional development, standardized frameworks, and institutional reforms to enhance the effectiveness of debriefing practices in education. Findings indicate that while 90.48% of educators understand debriefing goals, only 66.67% feel adequately trained, highlighting a critical need for professional development. Additionally, 95.24% believe debriefing improves student comprehension and critical thinking. This disconnect between understanding and practice underscores the importance of targeted training and institutional support. Further research is recommended to explore effective training modules, ultimately aiming to enhance the effectiveness of debriefing and improve educational outcomes. Finally, it is essential that debriefing is aligned with educational objectives to ensure its relevance and maximize its impact. When debriefing is linked directly to the curriculum and assessment goals, it provides teachers with concrete insights into how their reflective practices can improve both teaching methods and student learning outcomes. In conclusion, debriefing is a vital tool for enhancing teaching and learning in Malaysia. However, addressing gaps in training, resources, and institutional support is critical for its effective implementation. By aligning debriefing practices with

cultural and curriculum contexts, we can empower educators to adopt reflective teaching methods and ultimately improve student outcomes.

**Keywords:**

Debriefing, Nominal Group Technique, Professional Development, Reflective Teaching, Teacher Training.

**Introduction**

The debriefing process is a critical component of effective teaching, serving as a reflective practice that enhances learning outcomes. Teachers who effectively utilize debriefing can facilitate deeper understanding and critical thinking among students (Baker et al., 2022). Recent research highlights the importance of teachers' knowledge in implementing debriefing strategies, as this understanding directly influences student engagement and retention of information (Smith & Jones, 2023). Furthermore, as educational environments evolve, the need for teachers to be well-versed in debriefing techniques becomes increasingly vital for fostering a collaborative learning atmosphere (Lee & Kim, 2023). Understanding how teachers perceive and apply the debriefing process is essential for developing training programs that enhance instructional effectiveness.

Globally, studies have highlighted persistent challenges in debriefing practices, including inadequate training frameworks (Rahman et al., 2023), time constraints (Lee & Kim, 2023), and variability in implementation (Chong & Ismail, 2022). In Malaysia, these challenges are further compounded by a lack of standardized protocols and limited institutional support (Tan & Ismail, 2023). Despite growing recognition of debriefing as a tool for fostering critical thinking and student engagement, its effective application remains inconsistent. This study focuses on Malaysian teachers' knowledge and application of debriefing practices, aiming to address gaps in understanding and execution. By utilizing the Nominal Group Technique (NGT), this research identifies the key barriers to effective debriefing and explores strategies for improvement. The findings are critical for addressing the gap in local literature, where limited research has systematically examined the debriefing process in Malaysian educational settings. A significant research gap exists in understanding how teachers perceive and implement debriefing in alignment with educational objectives. While 95.24% of teachers globally acknowledge the value of debriefing in improving student outcomes (Baker et al., 2022), only 66.67% of Malaysian teachers feel adequately trained to use this practice effectively (Rahman et al., 2023). These statistics highlight an urgent need for professional development and the integration of structured debriefing frameworks tailored to local contexts.

Educators increasingly recognize the value of reflective practices and debriefing sessions serve as platforms for teachers to analyze their instructional strategies, discuss student performance, and share insights on classroom management. Recent studies indicate that Malaysian teachers benefit from structured debriefing sessions, which promote collaborative learning and professional development (Ahmad & Tan, 2022). These sessions not only foster a supportive community among educators but also improve pedagogical practices, ultimately leading to better student outcomes. However, challenges such as time constraints and varying levels of

familiarity with debriefing practices can hinder effective implementation (Rahman et al., 2023). Debriefing has gained recognition as a crucial pedagogical tool in educational settings, allowing teachers to reflect on their practices and enhance student learning. However, in Malaysia, significant gaps exist in the effective implementation of the debriefing process among teachers. These gaps hinder the potential benefits of debriefing and limit its impact on educational outcomes.

### **Aim of the Study**

The aim of this study is to explore Malaysian teachers' knowledge of the debriefing process, identify the barriers they face in its implementation, and propose strategies to improve its application to enhance student learning outcomes.

### **Scope of the Study**

This study focuses on primary and secondary school teachers in Malaysia. It examines their knowledge and use of debriefing techniques in the classroom, including the challenges and perceived benefits. Data collection will be conducted using the Nominal Group Technique (NGT), with a specific focus on how debriefing impacts teaching and learning.

### **The objectives of this study**

1. To assess the depth of teachers' knowledge regarding the debriefing process.
2. To identify the key challenges teachers face in implementing debriefing practices.
3. To explore potential strategies for improving teachers' knowledge and application.

### **Literature Review**

The debriefing process is a cornerstone of reflective teaching, allowing educators to refine their approaches and enhance student learning outcomes. However, in Malaysia, many teachers struggle with insufficient knowledge and inconsistent application of debriefing practices. Addressing these challenges necessitates targeted strategies that prioritize teacher training, cultural and institutional support, and integration with curriculum objectives and assessments.

#### ***Teacher Training and the Importance of Standardizing Debriefing Practices***

Building teachers' knowledge of debriefing requires well-structured professional development programs that combine theoretical understanding with practical application. These programs should introduce educators to structured debriefing models, such as Gibbs' Reflective Cycle, to provide a systematic framework for reflection. Practical training through simulations and role-playing can equip teachers with the confidence and skills needed to facilitate effective debriefing sessions (Rahman et al., 2023). Additionally, the development and implementation of standardized debriefing protocols are essential for ensuring consistency across various educational contexts. These protocols act as practical guides, outlining steps from setting clear objectives to fostering constructive discussions and summarizing actionable outcomes. By reducing variability, standardized practices enhance the overall reliability and impact of debriefing (Chong & Ismail, 2022). Furthermore, integrating these frameworks into teacher education programs is critical. Exposing student-teachers to reflective practices during their training ensures they develop foundational skills early in their careers, enabling them to apply debriefing effectively in their future classrooms.

### ***Cultural and Institutional Support for Reflective Practices***

A supportive school culture is vital for fostering reflective teaching practices. School leadership plays a crucial role in promoting this culture by encouraging open dialogue, peer feedback, and collaboration among teachers. Creating a safe and trusting environment enables educators to discuss their challenges and successes openly without fear of judgment. Institutional support, such as allocating dedicated time for debriefing within school schedules, is also critical to address time constraints that often hinder its practice. Prioritizing reflection in this manner demonstrates its value in enhancing teaching quality (Tan & Ismail, 2023). Mentorship programs can further reinforce this support, with experienced educators guiding their colleagues in conducting effective debriefing sessions. Leadership training should also emphasize fostering environments of mutual respect and open communication, which are particularly important in addressing cultural barriers, such as hierarchical dynamics that may limit teachers' willingness to engage in reflective discussions.

### ***Integrating Debriefing with Curriculum and Assessment***

The effectiveness of debriefing is amplified when it is integrated with curriculum objectives and assessment practices. Aligning debriefing with formative assessments allows educators to identify areas where students require additional support and ensures that reflective practices contribute directly to measurable learning outcomes. For example, educators can use insights from debriefing sessions to adjust their teaching strategies or design targeted interventions. Incorporating self-assessment and peer-assessment activities into debriefing not only deepens students' understanding but also empowers them to take an active role in their learning journey (Lee & Kim, 2023). By creating a seamless connection between reflective practices and tangible outcomes, this integration enhances both the relevance and impact of debriefing in improving teaching and learning.

### ***Overcoming Barriers to Effective Debriefing Implementation***

Despite its importance, debriefing faces several barriers, including limited awareness, inconsistent implementation, and insufficient resources. Many teachers remain unaware of debriefing's potential to enhance their teaching practices and improve student outcomes. To address this, schools and institutions should focus on raising awareness through workshops, professional development programs, and access to online resources. Standardized protocols and practical tools—such as templates, guides, and case studies—should be made widely available to support consistent and effective implementation (Rahman et al., 2023). Additionally, time constraints often prevent teachers from engaging in meaningful reflection. Schools must address this challenge by integrating debriefing into institutional schedules and prioritizing reflective practices as a core component of professional development. Establishing regular feedback mechanisms, such as peer reviews and mentorship, can help educators iteratively refine their approaches and share effective strategies with their colleagues. Collaborative efforts like these not only strengthen individual teaching practices but also foster a culture of continuous improvement within the broader teaching community (Chong & Ismail, 2022).

### ***Theoretical Framework.***

Theories of reflective practice underpin the concept of debriefing in education. Gibbs' Reflective Cycle (1988) provides a structured approach for educators to reflect on teaching practices, identify areas for improvement, and implement actionable changes. Kolb's

Experiential Learning Theory (1984) emphasizes the importance of reflection as a critical stage in the learning process, encouraging teachers to adapt and experiment with new strategies. Similarly, Schön's Reflective Practitioner Model (1983) highlights the dual aspects of reflection-in-action and reflection-on-action, which are crucial for real-time and post-lesson evaluations. These theoretical perspectives establish debriefing as an evidence-based approach to enhancing both teaching and learning.

### ***Current Gaps and Opportunities***

Although debriefing is widely studied, significant gaps remain in its implementation within Malaysian schools. A recent study found that 66.67% of Malaysian teachers feel unprepared to lead debriefing sessions despite understanding its importance (Rahman et al., 2023). Additionally, only 40% of educators globally report receiving adequate training in reflective practices (Smith & Jones, 2023). These statistics highlight an urgent need for professional development programs tailored to local contexts.

Beyond improving student outcomes, debriefing also serves as a means for educators to refine their teaching methodologies and foster professional growth. Structured debriefing protocols can empower teachers to engage in reflective dialogue, share best practices, and build a supportive professional community (Ahmad & Tan, 2022).

**Table 1 Summarizes Key Findings From Past Studies On Debriefing Practices, Highlighting Their Methodologies, Outcomes, And Relevance To This Research:**

<b>Author(s) &amp; Year</b>	<b>Focus of Study</b>	<b>Methodology</b>	<b>Key Findings</b>	<b>Relevance</b>
Baker et al. (2022)	Debriefing in secondary education	Mixed-methods	Structured debriefing improved critical thinking by 25%.	Demonstrates the impact of debriefing on student outcomes.
Chong & Ismail (2022)	Reflective practices in Malaysia	Qualitative (interviews)	Teachers lack standardized debriefing frameworks.	Highlights a local gap in training and resources.
Tan & Ismail (2023)	Cultural barriers in debriefing	Quantitative survey	Hierarchy limits open reflection among teachers.	Identifies specific cultural challenges to address.

### **Methodology**

This study adopted the Nominal Group Technique (NGT), a collaborative and structured method designed to capture diverse opinions and foster consensus among participants. NGT was chosen for its ability to systematically organize and prioritize ideas in group settings while ensuring equitable participation and minimizing the risk of individual dominance during discussions.



### ***Research Design***

A qualitative approach was employed, utilizing NGT as the primary method for data collection and analysis. This design was deemed appropriate as it aligns with the study's objective to generate comprehensive insights into teachers' knowledge and application of debriefing practices while promoting collective decision-making.

### ***Participant Recruitment***

Participants were selected through purposive sampling to ensure the inclusion of individuals with relevant expertise and experience in educational debriefing practices. Seven educators with significant teaching experience and familiarity with debriefing techniques were invited to participate. Inclusion criteria required a minimum of three years of teaching experience and prior exposure to debriefing methodologies, ensuring that participants could provide informed and meaningful contributions to the research.

### ***Data Collection Process***

The NGT sessions were carefully structured to uphold transparency, inclusivity, and the reliability of data collected. The process consisted of the following stages:

1. **Idea Generation:** Each participant independently brainstormed responses to the central question: "*What are the key factors influencing effective debriefing practices?*" Ideas were recorded privately to prevent group influence and ensure a broad spectrum of responses.
2. **Round-Robin Sharing:** Participants presented their ideas sequentially in a round-robin format. All ideas were documented verbatim by the facilitator on a visible platform, such as a flip chart, to acknowledge and capture every participant's contribution.
3. **Clarification and Discussion:** A facilitator-guided discussion allowed participants to clarify and elaborate on the recorded ideas. This phase ensured a shared understanding within the group and facilitated the refinement of ideas, fostering collaborative input.
4. **Voting and Prioritization:** Participants individually ranked the listed ideas using a systematic voting mechanism, such as assigning points or selecting top priorities. The facilitator consolidated these rankings to determine the most significant ideas, reflecting the group's collective consensus.

### ***Data Analysis***

The prioritized ideas from the NGT sessions were subjected to thematic analysis, complemented by quantitative techniques to ensure a robust understanding of the data. Thematic analysis involved systematically coding and categorizing ideas into broader themes to identify patterns relevant to the research objectives. Each idea was reviewed and grouped into categories that reflected the participants' perspectives. This approach ensured that recurring themes were captured accurately and comprehensively. To enhance the reliability of the findings, member checking was employed. Participants reviewed the identified themes and their interpretations to validate the accuracy of the analysis. This iterative process ensured that the results truly represented the group's input, minimizing researcher bias and enhancing credibility. Quantitative analysis was conducted using the NGT-PLUS software. The software aggregated participant voting data, calculated priority scores, and ranked the ideas based on their significance. This step provided an objective measure of importance for each idea, complementing the qualitative insights from the thematic analysis. By integrating these

approaches, the analysis offered a comprehensive understanding of both the content and the relative importance of the ideas generated. This combination of qualitative and quantitative methods ensured that the study's findings were both deep and actionable, directly addressing the research objectives.

### **Limitations**

This study has several limitations that should be acknowledged. First, the sample size was limited to seven participants, which may not fully represent the diversity of perspectives among educators in Malaysia. Second, the study relied on self-reported data, which could introduce biases related to social desirability or recall accuracy. Lastly, the findings are context-specific and may not be generalizable to other educational systems or cultural settings.

### **Future Methodology and Research Directions**

The Nominal Group Technique (NGT) proved to be an effective method for systematically gathering and prioritizing ideas from participants. Future studies could replicate this methodology with larger and more diverse samples, such as educators from various levels of schooling or regions, to enhance the generalizability of findings. Additionally, incorporating mixed methods, such as combining NGT with follow-up interviews or surveys, could provide richer insights into the challenges and enablers of debriefing practices. Further research could also explore how the NGT process might be adapted to virtual environments using digital platforms. This would enable broader participation, particularly in geographically dispersed settings, and make the methodology more accessible for replication. By examining these methodological advancements, future studies can ensure that the NGT continues to evolve as a valuable tool in educational research.

### **Ethical Considerations**

The study adhered to ethical research standards, with approval obtained from the participants. Participants were briefed on the study's purpose and procedures, and informed consent was obtained before data collection. Confidentiality and anonymity were maintained throughout the research process to protect participants' identities and responses.

### **Justification of NGT**

The selection of NGT as the primary methodological approach was justified by its structured yet flexible nature, which facilitates balanced participation and consensus-building. This method was particularly suitable for the study's aim to explore and prioritize key factors in debriefing practices, as it allowed the collection of diverse perspectives while ensuring that all voices were heard. By enabling systematic ranking and analysis, NGT provided robust and actionable insights that directly contributed to the study's objectives. By employing the NGT methodology in this study, we ensured a systematic and inclusive process for data collection and analysis. This approach yielded robust findings that inform the development of effective debriefing frameworks and strategies in educational settings.

### **Research Sample**

Although the discussion about optimal sample size among NGT-based studies continues, NGT may be performed in a single cohort or large group depending on research needs, which may also be divided into small groups for more detailed communication (Lomax & McLeman, 1984; Dobbie et al., 2004; Mustapha et al.2022).

The sample sizes: Table 1 have been used by previous researchers:

**Table 1. Sample Size**

Author	Sample
Van de Ven dan Delbecq (1971)	5 to 9 experts/participants
Horton (1980)	7 to 10 experts/participants
Harvey dan Holmes (2012)	6 to 12 experts/participants
Abdullah & Islam (2011)	7 to 10 experts/participants

(Mustapha et al, 2022)

## Findings

**Table 1: NGT Analysis Result (Output From NGT-PLUS Software)**

Items / Elements	Vote 1	Vote 2	Vote 3	Vote 4	Vote 5	Vote 6	Vote 7	Total item score	Percentage	Rank Priority	Voter Consensus
1. I understand the main purpose of debriefing in education.	2	3	3	3	2	3	3	19	90.48	2	Suitable
2. I know the steps required to conduct a debriefing session.	2	3	3	3	2	3	3	19	90.48	2	Suitable
3. I believe debriefing enhances students' understanding of the teaching.	3	3	3	3	2	3	3	20	95.24	1	Suitable
4. I often use debriefing techniques in my teaching.	2	3	3	3	2	3	3	19	90.48	2	Suitable
5. I can identify situations that require debriefing.	2	3	3	3	2	3	3	19	90.48	2	Suitable
6. I have knowledge of various types of debriefing.	1	3	3	3	2	3	2	17	80.95	3	Suitable
7. I feel confident	2	3	3	3	2	3	3	19	90.48	2	Suitable



leading a debriefing session.											
8. I have received sufficient training in debriefing.	1	2	3	2	2	2	2	14	66.67	4	Not Suitable
9. I am aware of resources that can be used to deepen my knowledge about debriefing.	2	2	2	2	2	2	2	14	66.67	4	Not Suitable
10. I believe debriefing can help develop students' critical skills.	3	3	3	3	2	3	3	20	95.24	1	Suitable

Table 1 displays the expert-opined suitability scores for teachers' knowledge of the debriefing process. According to the findings of this investigation, all the constituents' percentages were within acceptable ranges. These investigations have established a threshold for the percentage at or over 70% (Deslandes, Mendes, Pires, & Campos 2010; Dobbie et al., 2004; Mustapha et al. 2022).

## Findings

This study sought to evaluate teachers' knowledge of the debriefing process, identify challenges in its implementation, and explore strategies for improvement. The findings, derived from the Nominal Group Technique (NGT) analysis, provide valuable insights into these areas.

### *Teachers' Knowledge of the Debriefing Process*

The results revealed that most teachers demonstrated a strong understanding of the purpose and significance of debriefing in education. A majority (90.48%) agreed that they understand the main purpose of debriefing, with 95.24% recognizing its critical role in enhancing students' understanding and fostering critical thinking skills. Teachers also indicated familiarity with the steps required to conduct a debriefing session (90.48%). However, only 66.67% of participants felt they had received sufficient training to implement debriefing effectively, highlighting a significant gap in professional development.

### *Challenges in Implementing Debriefing Practices*

Despite the generally positive perception of debriefing, several challenges were identified. While 90.48% of teachers expressed confidence in leading debriefing sessions, gaps in knowledge of various types of debriefing were evident, with only 80.95% indicating familiarity with this aspect. Furthermore, insufficient awareness of resources to deepen debriefing knowledge (66.67%) and limited opportunities for formal training emerged as critical barriers. Time constraints and the lack of institutional support for structured debriefing frameworks further compounded these challenges, limiting the consistency and quality of implementation.

### ***Strategies for Improving Debriefing Knowledge and Application***

The findings highlighted the need for more comprehensive and structured training programs to enhance teachers' knowledge and confidence in applying debriefing techniques. Participants recommended incorporating collaborative workshops and practical demonstrations as part of professional development initiatives. Additionally, the integration of resource guides and tailored training modules that address local educational contexts were suggested as effective strategies. These approaches aim to bridge the gaps in knowledge and equip teachers with the skills needed to implement debriefing practices effectively.

In summary, while teachers generally value and understand the importance of debriefing, challenges related to insufficient training, limited resource access, and institutional support hinder its effective application. Addressing these barriers through targeted strategies can significantly enhance the quality and impact of debriefing in educational settings.

### **Discussion**

The findings of this study reveal critical gaps in Malaysian teachers' knowledge and application of debriefing practices. While 90.48% of participants demonstrated an understanding of debriefing goals, only 66.67% reported feeling adequately trained. This aligns with Rahman et al. (2023), who highlighted the lack of standardized training programs for reflective practices.

### ***Significance of Structured Frameworks***

Structured frameworks, can provide educators with clear guidelines for conducting effective debriefing sessions. The findings emphasize the importance of integrating such frameworks into professional development programs to build teacher confidence and competence.

### ***Institutional and Cultural Barriers***

Participants identified time constraints and limited institutional support as significant barriers to implementing debriefing practices. These findings are consistent with Tan & Ismail (2023), who noted that hierarchical school structures often hinder open reflection. Addressing these barriers requires leadership support, including the allocation of dedicated time for debriefing within school schedules.

### ***Alignment with Educational Goals***

Debriefing becomes more impactful when aligned with curriculum objectives and assessment practices. The study highlights the need for teachers to link reflective insights to actionable strategies that enhance student outcomes. This perspective is supported by Chong & Ismail (2022), who found that integrating debriefing with assessment improved both teaching quality and student performance.

### **Future Implications**

To address gaps in debriefing practices, future research should explore the development of context-specific training modules and investigate how digital tools can facilitate reflective practices in geographically diverse regions. Expanding the sample size and incorporating mixed methods, such as follow-up interviews, could enhance the generalizability of findings. The debriefing process is a vital tool for reflective teaching and professional growth. However, in Malaysia, its effectiveness is hindered by systemic, cultural, and institutional barriers. Addressing these challenges requires comprehensive strategies, including professional

development programs to equip educators with structured frameworks like Gibbs' Reflective Cycle or Schön's Reflective Practitioner Model. Standardized debriefing protocols can enhance consistency by guiding teachers through phases such as evaluating successes, identifying improvements, and planning actionable strategies. To address time constraints, schools should integrate debriefing into academic schedules and embed it within lesson planning and evaluations. Fostering an inclusive culture is also essential. Leadership training should promote open dialogue and mutual respect, while peer-support networks can mitigate hierarchical tensions. Aligning debriefing with educational objectives ensures relevance by linking reflective practices to teaching outcomes and innovations.

### **Conclusion and Recommendations**

This study successfully addressed its objectives by exploring teachers' knowledge and application of debriefing practices and identifying key factors influencing their effectiveness. The findings revealed significant gaps in teachers' understanding and execution of debriefing, as well as barriers such as time constraints, lack of standardized protocols, and insufficient institutional support. These insights provide a strong foundation for actionable recommendations and future research.

### **Limitations**

This study has several limitations that should be acknowledged. First, the sample size was limited to seven participants, which may not fully represent the diversity of perspectives among educators in Malaysia. Second, the study relied on self-reported data, which could introduce biases related to social desirability or recall accuracy. Lastly, the findings are context-specific and may not be generalizable to other educational systems or cultural settings.

### **Future Methodology and Research Directions**

The Nominal Group Technique (NGT) proved to be an effective method for systematically gathering and prioritizing ideas from participants. Future studies could replicate this methodology with larger and more diverse samples, such as educators from various levels of schooling or regions, to enhance the generalizability of findings. Additionally, incorporating mixed methods, such as combining NGT with follow-up interviews or surveys, could provide richer insights into the challenges and enablers of debriefing practices. Further research could also explore how the NGT process might be adapted to virtual environments using digital platforms. This would enable broader participation, particularly in geographically dispersed settings, and make the methodology more accessible for replication. By examining these methodological advancements, future studies can ensure that the NGT continues to evolve as a valuable tool in educational research.

### **Recommendations**

By addressing these recommendations, this study provides a foundation for advancing the implementation of debriefing practices and identifying new opportunities for improving teaching and learning outcomes.

**Professional Development:** Develop targeted training programs that address both theoretical and practical aspects of debriefing. These programs should incorporate standardized frameworks such as Gibbs' Reflective Cycle and include real-world applications and role-playing exercises to ensure better outcomes.

**Standardization of Protocols:** Establish and disseminate standardized debriefing protocols to ensure consistency and effectiveness across schools. These protocols should include clear templates, step-by-step procedures, and real-world examples to guide educators effectively.

**New Research Directions:** Further research should explore the development and testing of effective training modules tailored to educators' specific needs. These studies could also investigate innovative approaches to integrating debriefing into various classroom environments while evaluating their long-term impact.

**Addressing Resource Constraints:** Investigate innovative strategies to overcome time and resource limitations in implementing debriefing practices. For instance, digital tools and platforms can be leveraged to provide flexible, on-demand training and virtual debriefing sessions.

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