

A Leader's Guide to Work Insights

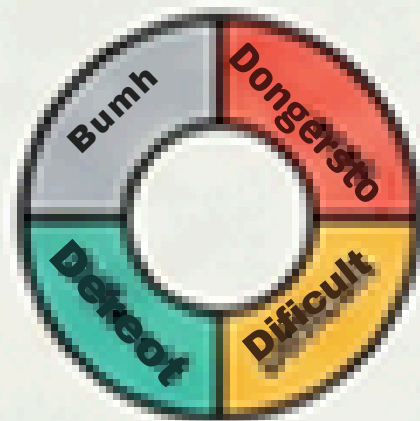
Shift from observing work to having Listen, Learn, Lead:
meaningful conversations that reveal how work is actually done.



Step 1: LISTEN



Focus on systems, not people. Use the "4Ds" to ask curious questions and encourage storytelling from your workers-the true experts.



Use the 4Ds Framework

Ask what workers find Dumb (frustrating), Dangerous (risky), Difficult (demanding), or Different (changing, surprising) in their daily tasks.

Step 2: LEARN

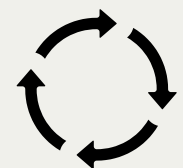


Resist the urge to fix problems immediately. Take "soak time" to reflect on what you heard, identify patterns, and discuss insights with others.

Step 3: LEAD



Turn learning into action by sharing themes back with the team, supporting incremental improvements, and making sustainable changes together.



Repeat the Cycle Schedule conversations at different times and during various tasks to gain a complete understanding of the work environment.