

The Old Way: Investigation (Looks Down & In)

Focus: The event itself, asking
"Who failed?"

Outcome: Blame and narrow
fixes that don't last.

1. LEARN

See the work through their eyes.
Gather the team to listen
without fixing or judging. Your
only goal is to understand.

4. SHARE

Turn one team's win into
everyone's wisdom.
Spread the learning through
human-sized stories that others
can recognize and use.

The Leader's Role & The Organizational Payoff



Your Role: From Fixer to Facilitator

Set the stage with care, protect the process, listen
with curiosity, and champion the outcomes.

The New Way: Learning Team (Looks Up & Out)

Focus: The wider system, asking
"Why did this make sense?"

Outcome: Learning and
system-level improvements.



2. SOAK

Let the learning ripen.
A purposeful pause allows
for reflection, letting deeper
insights bubble up.

3. SOLVE

Look for sustainable change.
The group co-creates practical
improvements that are owned by
the people doing the work.



Payoff #1: Trust That Grows, Not Shrinks

When listening replaces blaming,
psychological safety improves and
people bring problems forward.



Payoff #2: An Early Warning Radar

Learning from everyday work
catches "weak signals" before
they become major events.



Payoff #3: Operational Excellence

Making work safer also makes it
smoother and more productive,
boosting resilience