

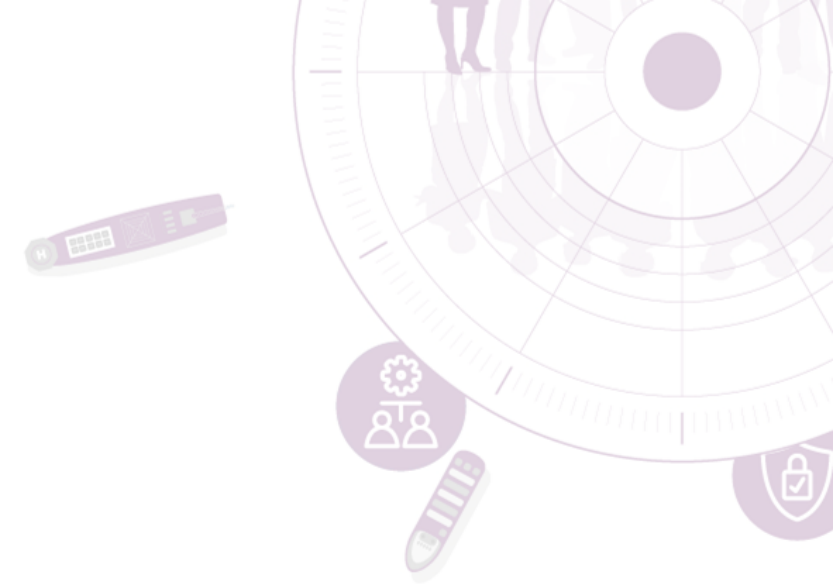
# Causal Reasoning



# HUMAN PERFORMANCE

## Todd Conklin's 5 Principles of Human Performance

1. People make mistakes
2. Blame fixes nothing
3. Learning and improving is vital
4. Context drives behaviour
5. How you respond matters




# LEARNING & IMPROVING IS VITAL



How do we learn and improve?

In order to **learn** and take  
**corrective action**

We must discover the **causes**  
of our current performance



# LEARNING & IMPROVING IS VITAL

Three common reasoning orientations

- Solution reasoning:
- Defensive reasoning:
- Causal reasoning:



# LEARNING & IMPROVING IS VITAL

## Three common reasoning orientations

- **Solution reasoning:** Determining what immediate action to take to fix or prevent the problem
- **Defensive reasoning:**
- **Causal reasoning:**

# LEARNING & IMPROVING IS VITAL

## Three common reasoning orientations

- **Solution reasoning:** Determining what immediate action to take to fix or prevent the problem
- **Defensive reasoning:** Determining what failed, was missed or was wrong
- **Causal reasoning:**

# LEARNING & IMPROVING IS VITAL

## Three common reasoning orientations

- **Solution reasoning:** Determining what immediate action to take to fix or prevent the problem
- **Defensive reasoning:** Determining what failed, was missed or was wrong
- **Causal reasoning:** Determining what actually happened that created the problem

# LEARNING & IMPROVING IS VITAL

Causal Scenario





# VT2

## Scenario Part 1

# SMALL GROUP EXERCISE PART 1

Learning & Improving is Vital

## OBSERVATION

- The data that “struck” me the most (My “evidence” with no assessment)

## INSIGHT

- The meaning I make from my observation (my “aha”)

## CONCLUSION

- If (my insight) is true, then this (my conclusion) might also be true

# SMALL GROUP EXERCISE PART 1

Learning & Improving is Vital

## AT YOUR TABLE:

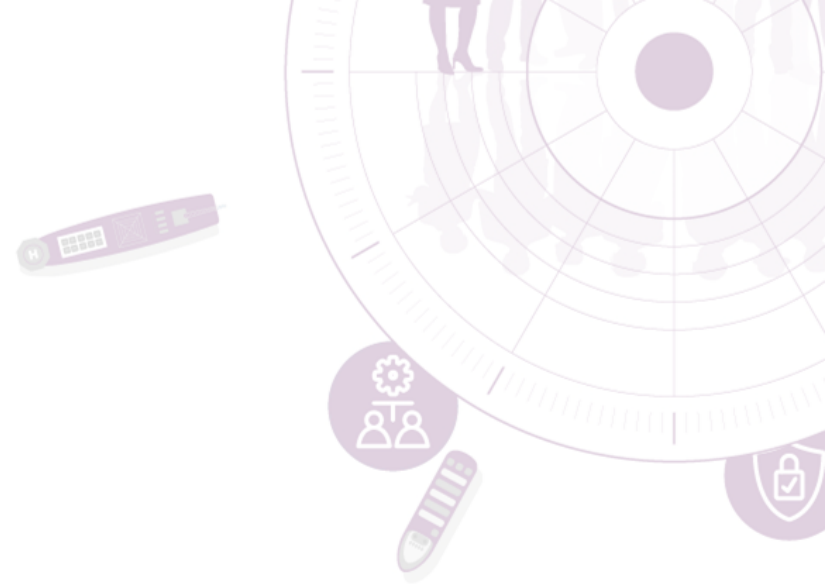
- Discuss your initial impressions.

## INDIVIDUALLY:

- Complete an Observation, Insight and Conclusion.

## WITH A PARTNER:

- Discuss your Observation, Insight and Conclusion.



# LEARNING & IMPROVING IS VITAL

Plenary



# SMALL GROUP EXERCISE PART 2

Learning & Improving is Vital

## AT YOUR TABLE:

- Read and discuss additional information.

## WITH A PARTNER:

- Discuss how your thinking has changed.

## INDIVIDUALLY:

- Enhance or write a new Observation, Insight and Conclusion.

# Plenary



# LEARNING & IMPROVING IS VITAL

## Causal Reasoning

- Three types of reasoning: Defensive, Solution, Causal
- Imperative to focus on what DID happen
- Always more than one root cause
- Importance of looking at a situation from all angles

# LEARNING & IMPROVING IS VITAL

Causal Reasoning





# SMALL GROUP EXERCISE PART 3

## Learning & Improving is Vital

1. What will you do to initiate or continue with Causal Reasoning and what will you take back into your organisation?
2. What challenges do you anticipate and how will you overcome them?
3. How will you know the effectiveness of your actions?

# Plenary



# TIME TO REFLECT

**Make notes in your notebook as you reflect**

- What are your reflections?
- What does causal reasoning mean to me?
- How will I take this back into my business?



# LEARNING & IMPROVING IS VITAL

## Actions from the Causal Reasoning session

- Deliver on the commitments you have noted
- Start to use the principle of Causal Reasoning in your organisation
- Run a similar Causal Reasoning Awareness Session with your team