

THE SECOND LOOK — 12 questions before you solve the problem

1. **Who says this is the problem?**
Whose problem is it? Would everyone describe it the same way?
2. **What are we treating as fact that might be an assumption?**
Separate what we know from what we've concluded.
3. **What did we notice first?**
Has that first explanation influenced what we've noticed since?
4. **What have we stopped noticing?**
What has become normal enough that nobody questions it anymore?
5. **What doesn't fit our explanation?**
Look for the awkward evidence rather than explaining it away.
6. **What are people doing?**
Not what the process says should happen. What happens in reality?
7. **Why might that behaviour make perfect sense?**
What is it about the environment, systems, incentives or constraints that makes the behaviour rational?
8. **Where are the workarounds?**
What are people quietly fixing, avoiding or compensating for?
9. **What does context change?**
Where, when and for whom does the problem appear? Where, when or for whom does it not?
10. **Who benefits from things staying as they are?**
Not necessarily deliberately. What does the current situation make easier, safer or more advantageous for someone?
11. **What else could explain what we're seeing?**
Force yourself to come up with at least two plausible alternatives.
12. **If we've named the wrong problem, what happens next?**
What might we spend, change, communicate, train or restructure without fixing it?

Still confident you've got the right problem? Great.

Not so sure? It might be worth a Second Look.

Scan to find out more or to book a 15-minute conversation to see whether a Second Look could help.



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