

Operational Brief

POST-INCIDENT LEADERSHIP RESPONSE



THE SITUATION

After something goes wrong, leaders are under pressure to respond quickly. The instinct is to find out what happened, identify who was involved, and close the loop fast. Sometimes it's to stop the pain of the process.

"Were you following the procedure?"

"Who signed off on this?"

"Why didn't someone say something?"

WHAT GOES WRONG

The questions asked early signal what the investigation is really for. Workers pick that up fast. They answer what's asked. They stop offering what wasn't. The organization gets a report. It doesn't get smarter.

ONE THING TO TRY

Before your next post-incident conversation, notice how you're feeling. Anger, pressure, embarrassment, it's all normal. Good leaders find the space between that emotion and the first question they ask.

Try these instead:

"Walk me through a normal day."

"How often do you do this kind of work?"

"Between stimulus and response there is a space. In that space is our power to choose our response." — Viktor Frankl