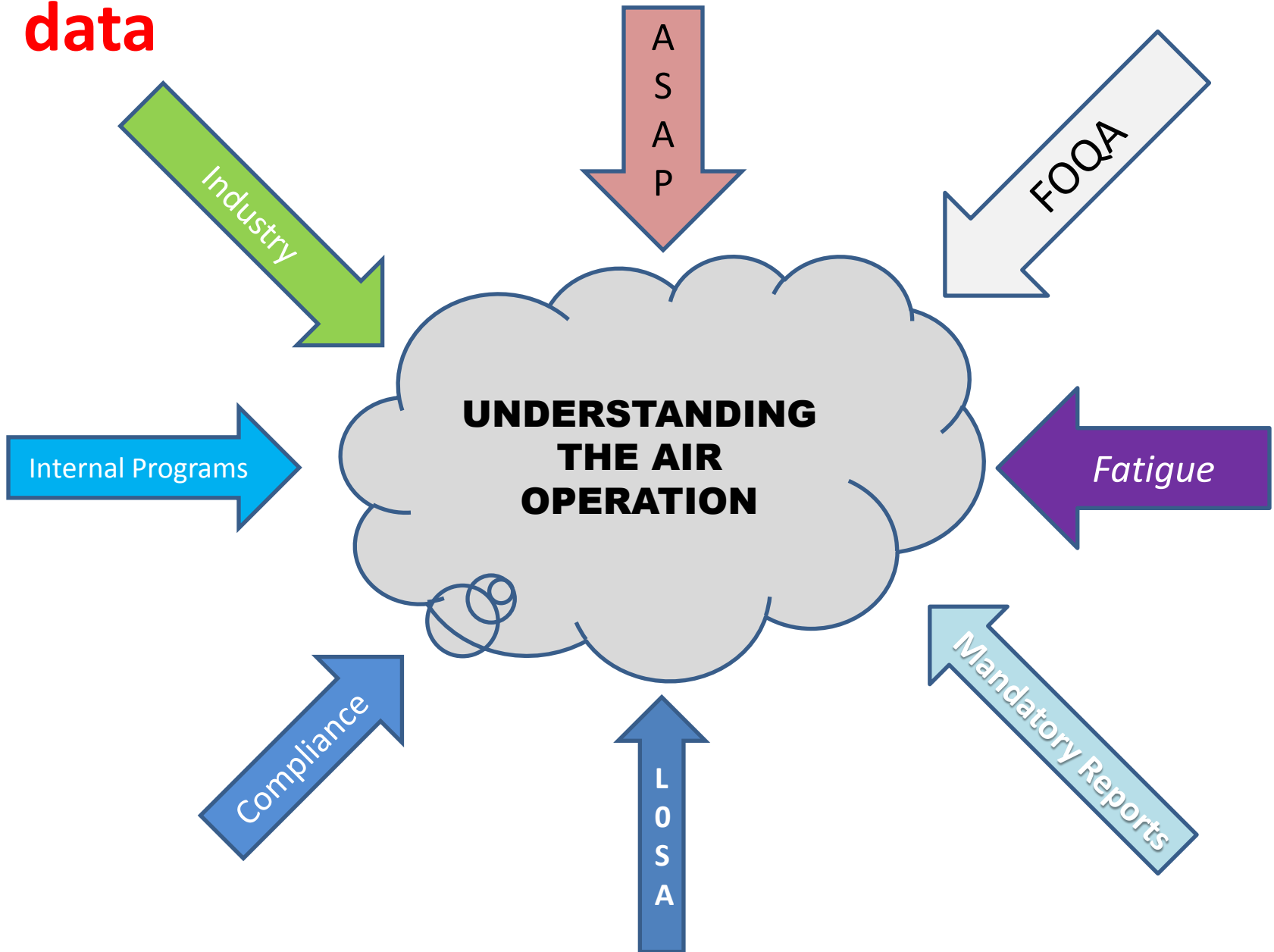


An aerial photograph taken from an airplane window, showing the wing and tail fin of the aircraft on the left. Below the wing, the ocean is a vibrant turquoise color, with intricate patterns of sandbars and reefs visible. The sky is a deep blue, filled with scattered white cumulus clouds. The overall scene is bright and clear, suggesting a sunny day.

800,000

data

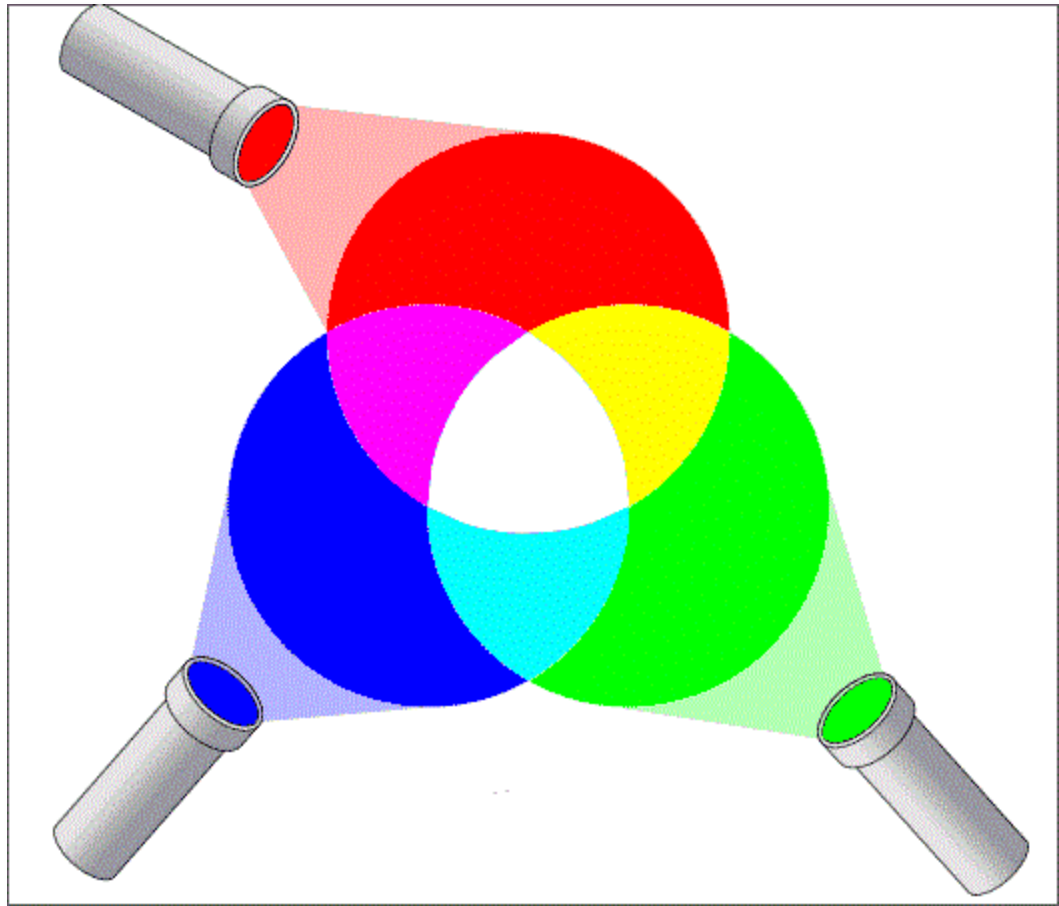


*Data rich,
intel poor*



synthesis

*...a combination
of two or more
entities that
together form
something new...*



investigation's role

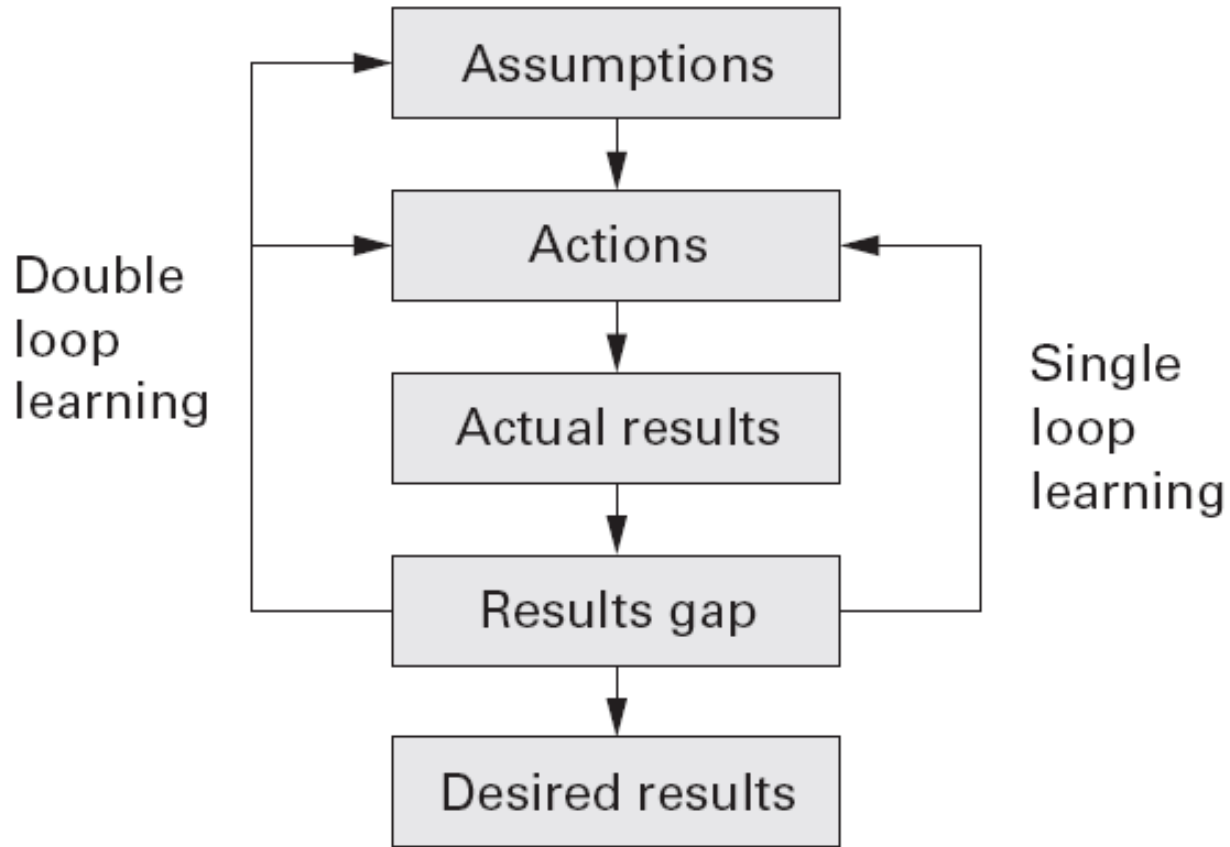


Figure 3 Single loop versus double loop learning.

learning for change

- Step 1 – Everything is fine, except outcomes
- Step 2 – Everything is fine, except outcomes and reported undesired events
- Step 3 – Understanding system behavior
- Step 4 – Normal people, normal work, normal day

learning for change

Discreet

- Short term change
- Treats the symptom
- Chasing the data via outcomes
- Reactive
- Tactical, point fixes

Holistic

- Long term change
- Treat the disease
- Investigation as the guide, supported by data
- Proactive & predictive
- Strategic, comprehensive solutions

A photograph showing a vibrant rainbow arching across a sky filled with soft, white clouds. The rainbow's colors are visible, with red at the base and transitioning through orange, yellow, and green to blue and purple at the top. The clouds below are dense and appear to be illuminated from below, creating a warm, golden glow. The overall scene is serene and majestic.

change