**DOUBLE LOOP LEARNING**

Move beyond the initial and external reasons for success and failure. Use this worksheet as a tool to push yourself and your teams to deeper learning and reflection.

A complicated event at work:

<table>
<thead>
<tr>
<th>A1</th>
<th>What went really well?</th>
<th>B1</th>
<th>What didn’t go as planned?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>Why did <strong>that</strong> happen?</td>
<td>B2</td>
<td>Why did <strong>that</strong> happen?</td>
</tr>
</tbody>
</table>

**SINGLE LOOP LEARNING**

After asking "why" once, make an initial plan for how to improve upon what failed, and maintain what worked.
Internalizing Responsibility

More often than not, our tendency is to attribute success to ourselves and failures to external factors -- other people, or things we can't control. How did you do on the first page? It is normal to blame and complain when things don't go as planned, but it usually doesn't tell us the whole story.

Failures are caused by a variety of factors, but the only ones we can accurately evaluate and do something about are those we played a part in. On this page, try to internalize responsibility: focus on your role in the failure. What did you do that contributed to the failure, and why?

Return to your answers in A2 and B2 on Page 1.

**A3**  Why did that happen?  **B3**  Why did that happen?

**DOUBLE LOOP LEARNING**

After asking "why" again, examine deeper truths about your behaviors and decision making and make a new plan.

Don't stop there! Take your learning off this page. What will you do differently? What is your next opportunity where this learning should be applied?

For more resources like this, visit  www.failforward.org