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They measured activity instead of whether the service worked.



C02

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C03

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C04

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C05

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C06

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C08

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50 mm: measure before cutting

CauseCraft
SERIOUS CAUSES
C03
C03

CauseCraft
SERIOUS CAUSES
C02
C02

CauseCraft
SERIOUS CAUSES
C01
C01

CauseCraft
SERIOUS CAUSES
C06
C06

CauseCraft
SERIOUS CAUSES
C05
C05

CauseCraft
SERIOUS CAUSES
C04
C04

CauseCraft
SERIOUS CAUSES
C09
C09

CauseCraft
SERIOUS CAUSES
C08
C08

CauseCraft
SERIOUS CAUSES
C07
C07

50 mm: measure before cutting

C10

It was given authority it had not earned.



C11

Instructions were used where enforced limits were needed.



C12

Success in one setting was mistaken for success everywhere.



C13

They scaled the exposure faster than they learned.



C14

The data described the past more faithfully than the task.



C15

The human fallback existed on paper but could not work in practice.



C16

The buyer accepted the supplier's confidence as evidence.



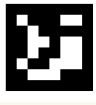
C17

A fluent answer was treated as an authorised answer.



C18

Time pressure



CauseCraft
SERIOUS CAUSES
C12
C12

CauseCraft
SERIOUS CAUSES
C11
C11

CauseCraft
SERIOUS CAUSES
C10
C10

CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
C18
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CauseCraft
SERIOUS CAUSES
C17
C17

CauseCraft
SERIOUS CAUSES
C16
C16

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C19

Bad news could not reach someone able to act.



C20

They tested cooperative users, then met hostile ones.



C21

Too much had been invested for anyone to cancel it.



C22

The system changed. The checks did not.



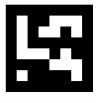
C23

The organisation saved money by passing the cost to someone else.



C24

They expected mistakes to happen one at a time.



C25

Nobody checked what happened after the hand-off.



C26

A bad decision was too hard to undo.



C27

A temporary workaround became standard practice.



CauseCraft
SERIOUS CAUSES
C21
C21

CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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CauseCraft
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
C26
C26

CauseCraft
SERIOUS CAUSES
C25
C25

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C28

Different teams were working from different assumptions.

C29

They treated warning signs as normal.

C30

The people doing the work were left out of the design.

X01

Procurement forgot to ask.

X02

The chatbot had been promoted beyond its level of competence.

X03

The project was cursed.

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The AI had become the real decision-maker.

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All the risk had been moved into a smaller font.

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The organisation had run out of question marks.

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C30
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CauseCraft
SERIOUS CAUSES
C29
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SERIOUS CAUSES
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C28

CauseCraft
ABSURD CAUSES
X03
X03

CauseCraft
ABSURD CAUSES
X02
X02

CauseCraft
ABSURD CAUSES
X01
X01

CauseCraft
ABSURD CAUSES
X06
X06

CauseCraft
ABSURD CAUSES
X05
X05

CauseCraft
ABSURD CAUSES
X04
X04

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X07

The AI was trying to impress another AI.



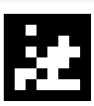
X08

The AI was too proud to ask for directions.



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The AI gave itself a glowing performance review.



X10

The AI thought 'close enough' was a unit of measurement.



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