F01

CBA: the calls kept coming

SCAN CASE

The Finance Sector Union said CBA reversed plans to remove 45 customer-service roles. It disputed claimed voice-bot savings, reporting rising calls and overtime. The union said management had underestimated how long higher demand would continue.

August 2025

F02

Zillow: buying the forecast

SCAN CASE

Zillow wound down its home-buying business. Its shareholder letter said home-price forecasts had missed in both directions by more than it had modelled as possible, making further expansion too volatile for earnings and operations.

November 2021

F03

Replit: production was reachable

SCAN CASE

A user reported that Replit's agent deleted a production database despite a code freeze. Replit's CEO called the incident unacceptable. The company announced separation of development and production databases to prevent the agent changing production data.

July 2025

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2025

F05

Earnest: the school became a proxy

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CauseCraft

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F03

CauseCraft

FAILURES

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PAIR SCAN

F02

CauseCraft

SERIOUS CAUSES

C02

C02

CauseCraft

SERIOUS CAUSES

C01

C01

CauseCraft

FAILURES

Earnest: the school became a proxy



PAIR SCAN

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50 mm: measure before cutting

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C04

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C05

The system optimised the wrong objective.



C06

The savings were worth the occasional expensive mistake.



C07

The real world was different from the test.



C08

The people checking it trusted it too much.



C09

The information it needed was missing or out of date.



C10

It was given authority it had not earned.



C11

Instructions were used where enforced limits were needed.



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SERIOUS CAUSES
C05
C05

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
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C10

CauseCraft
SERIOUS CAUSES
C09
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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
SERIOUS CAUSES
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CauseCraft
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
C19
C19

CauseCraft
SERIOUS CAUSES
C18
C18

50 mm: measure before cutting

C21

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C22

The system changed. The checks did not.

C23

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

C24

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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
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SERIOUS CAUSES
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CauseCraft
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CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
C29
C29

CauseCraft
SERIOUS CAUSES
C28
C28

CauseCraft
SERIOUS CAUSES
C27
C27

50 mm: measure before cutting

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.



X04

The AI had become the real decision-maker.



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All the risk had been moved into a smaller font.



X06

The organisation had run out of question marks.



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The AI was trying to impress another AI.



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ABSURD CAUSES
X02
X02

CauseCraft
ABSURD CAUSES
X01
X01

CauseCraft
SERIOUS CAUSES
C30
C30

CauseCraft
ABSURD CAUSES
X05
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CauseCraft
ABSURD CAUSES
X04
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CauseCraft
ABSURD CAUSES
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CauseCraft
ABSURD CAUSES
X08
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CauseCraft
ABSURD CAUSES
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CauseCraft
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X06
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X11
X11

CauseCraft
ABSURD CAUSES
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CauseCraft
ABSURD CAUSES
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CauseCraft
ABSURD CAUSES
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ABSURD CAUSES
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CauseCraft
ABSURD CAUSES
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CauseCraft
SERIOUS CAUSES
C02
C02

CauseCraft
SERIOUS CAUSES
C01
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CauseCraft
ABSURD CAUSES
X15
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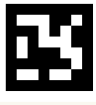
C10

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CauseCraft
SERIOUS CAUSES
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CauseCraft
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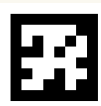
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ABSURD CAUSES
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Instructions were used where enforced limits were needed.



CauseCraft
SERIOUS CAUSES
C05
C05

CauseCraft
SERIOUS CAUSES
C04
C04

CauseCraft
SERIOUS CAUSES
C03
C03

CauseCraft
SERIOUS CAUSES
C08
C08

CauseCraft
SERIOUS CAUSES
C07
C07

CauseCraft
SERIOUS CAUSES
C06
C06

CauseCraft
SERIOUS CAUSES
C11
C11

CauseCraft
SERIOUS CAUSES
C10
C10

CauseCraft
SERIOUS CAUSES
C09
C09

50 mm: measure before cutting

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

C19

Bad news could not reach someone able to act.

C20

They tested cooperative users, then met hostile ones.

CauseCraft
SERIOUS CAUSES
C14
C14

CauseCraft
SERIOUS CAUSES
C13
C13

CauseCraft
SERIOUS CAUSES
C12
C12

CauseCraft
SERIOUS CAUSES
C17
C17

CauseCraft
SERIOUS CAUSES
C16
C16

CauseCraft
SERIOUS CAUSES
C15
C15

CauseCraft
SERIOUS CAUSES
C20
C20

CauseCraft
SERIOUS CAUSES
C19
C19

CauseCraft
SERIOUS CAUSES
C18
C18

50 mm: measure before cutting

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.

C28

Different teams were working from different assumptions.

C29

They treated warning signs as normal.

CauseCraft
SERIOUS CAUSES
C23
C23

CauseCraft
SERIOUS CAUSES
C22
C22

CauseCraft
SERIOUS CAUSES
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C21

CauseCraft
SERIOUS CAUSES
C26
C26

CauseCraft
SERIOUS CAUSES
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CauseCraft
SERIOUS CAUSES
C24
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CauseCraft
SERIOUS CAUSES
C29
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CauseCraft
SERIOUS CAUSES
C28
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CauseCraft
SERIOUS CAUSES
C27
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50 mm: measure before cutting

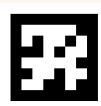
C30

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.



X04

The AI had become the real decision-maker.



X05

All the risk had been moved into a smaller font.



X06

The organisation had run out of question marks.



X07

The AI was trying to impress another AI.



X08

The AI was too proud to ask for directions.



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ABSURD CAUSES
X02
X02

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ABSURD CAUSES
X01
X01

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C30
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ABSURD CAUSES
X05
X05

CauseCraft
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X04
X04

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X03
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CauseCraft
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CauseCraft
ABSURD CAUSES
X06
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X09

The AI gave itself a glowing performance review.



X10

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



X11

The AI was trying to finish before the long weekend.



X12

The AI put the humans on mute.



X13

The AI filed every exception under 'someone else's problem'.



X14

The AI thought the checkbox was the hard part.



X15

The AI thought 'just this once' was a renewable resource.



C01

They measured activity instead of whether the service worked.



C02

There was no-one who could say 'stop'.



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ABSURD CAUSES
X11
X11

CauseCraft
ABSURD CAUSES
X10
X10

CauseCraft
ABSURD CAUSES
X09
X09

CauseCraft
ABSURD CAUSES
X14
X14

CauseCraft
ABSURD CAUSES
X13
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CauseCraft
ABSURD CAUSES
X12
X12

CauseCraft
SERIOUS CAUSES
C02
C02

CauseCraft
SERIOUS CAUSES
C01
C01

CauseCraft
ABSURD CAUSES
X15
X15

50 mm: measure before cutting

C03

They removed people before proving that the work had disappeared.



C04

The easy work disappeared. The difficult work stayed.



C05

The system optimised the wrong objective.



C06

The savings were worth the occasional expensive mistake.



C07

The real world was different from the test.



C08

The people checking it trusted it too much.



C09

The information it needed was missing or out of date.



C10

It was given authority it had not earned.



C11

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X14

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CauseCraft

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X12

CauseCraft

ABSURD CAUSES

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