

Database

Entry Date	2024-01-27
Source	Tucker AL, Edmondson AC, Spear S. When problem solving prevents organizational learning. Journal of Organizational Change Management. 2002;15(2):122-137.
Link	Link
Source Type	Empirical study
Domain	Groups
Subdomain1	Nurses
Subdomain2	Learning - organisational
Key Points	An instructive study of two very different types of reactions to problems (encountered by nurses at a rate of around one every one and a half hours or so.) The vast majority, 92 % - use first order problem solving methods that are quick and consistent with their professional ethos, but don't fix any underlying systemic issues, and therefore don't prevent recurrences. Only 8% are second order problem solvers that do try to fix the primary causes. The first order problem solvers are generally more popular with their colleagues and managers than the second, who are often viewed as "noisy disrupters" but who are the canaries in the healthcare coal mine.
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