

## WHAT THIS IS FOR

Helps leaders layer continual coaching onto incidents so lessons are captured and the service mindset spreads — not just firefighting. Use these cards before, during, and after incidents to build a coaching habit at team level. Format: bite-sized cards for 5-minute reflection prompts and a weekly coach checklist.

## ● 5-MINUTE POST-INCIDENT REFLECTION CARD

Use within 24 hours of any significant incident. Takes 5 minutes. Works 1:1 or with the full response team.

Ask these questions in order:

- What did we know, and when did we know it?
- What slowed us down or created confusion?
- What would we do differently in the first five minutes?
- What did someone do well that we should name out loud?
- What system, process, or tool let us down — not who?

Ground rules for the session:

- No blame framing. Focus on conditions, not individuals.
- One insight is enough. You do not need to solve everything today.
- If it is worth repeating, say it clearly and record it.

### ■ CAPTURE BLOCK

FIELD	ENTRY
Incident reference	
Date	
One thing to repeat	
One thing to change	
Owner	
Target date	

## ● WEEKLY COACH CHECKLIST

Review every week. Takes under three minutes. Mark each item done, partial, or missed.

- Debriefed at least one incident this week with a direct report
- Named a specific behaviour worth repeating — and said it to the person
- Identified at least one process or tooling gap and logged it somewhere actionable
- Checked whether last week's identified lesson was acted on
- Someone handled an incident without you — and you told them what you observed
- Avoided turning a debrief into a performance conversation
- Asked a question before offering a fix

■ PATTERN NOTE If you are consistently missing the same item, that is the coaching gap to address first.

## ● COACHING POSTURE REMINDERS

These are not values statements. They are operational defaults to hold in the room.

Ask before telling. Diagnosis before prescription. Always. **Name the pattern, not the person.** "We tend to escalate late" beats "you escalated late." **System first, individual second.** Most failures have structural causes. Find them. **Capture it or it did not happen.** Verbal-only lessons evaporate within a week. **Short and frequent beats long and rare.** Five minutes after each incident outperforms a monthly review. **Coaching after incidents is leadership, not admin.** Treat it accordingly.

## • WHEN COACHING IS NOT LANDING

*If the same issues recur and reflection is not changing behaviour, check these before escalating:*

- Is there psychological safety to say what actually went wrong?
- Are lessons being captured but never acted on?
- Is the volume of incidents so high that there is no time between them?
- Is the team being coached on symptoms while root causes remain structural?
- Is the leader coaching doing the talking instead of the asking?

If yes to any of these, the intervention is structural, not individual.

## • INCIDENT COACHING LANGUAGE BANK

*Phrases that keep sessions focused and safe.*

INSTEAD OF	USE
"Why did you do that?"	"Walk me through what you were seeing at that point."
"That was the wrong call."	"What information would have changed that decision?"
"We need to do better."	"What is the one thing that would have made this go faster?"
"Good job."	"What you did in [specific moment] — that is the standard."
"Whose fault was it?"	"Where did the system not support the person?"