Heinrich’s Safety Pyramid (Safety Triangle)

1. Fatality
2. Serious
3. Minor
4. Near Miss
5. Unsafe Act

The Iceberg Of Ignorance

- Problems known to Executives: 4%
- Problems known to Team Managers: 9%
- Problems known to Team Leaders: 74%
- Problems known to staff: 100%

Problems hidden from senior management

Adapted from "Quality Improvement and TQC Management at Canon in Japan and Overseas" by Sydney Yohida