Lessons about failure, from the girl who came last Elise Aplin

- emaplin@gmail.com



Why is this story important?

I'm here to talk about failure

Who here talks or hears about failure?

Failure is embedded in many of our practices



Hypothesis Driven Development

Automated tests

Lean customer research

Fail fast

Fail fast Fail often

Fail fast Fail often Fail better

Fail fast Fail often Fail better Fail forward

Fail fast Fail often Fail better Fail forward Safe to Fail



Failure is the goal?





What actually is failure?

Failure is not setbacks

Failure is not setbacks Failure is not experimentation

Failure is experimenting without learning

Failure is experimenting without learning Failure is giving up

Failure is experimenting without learning Failure is giving up Failure is abandoning everything

Failure is experimenting without learning Failure is giving up Failure is abandoning everything Failure is jumping ship

is clearly, clearly not the goal



Well then, what is the goal?

Growth

Resilience

Safe to Fail





What does a Safe to Grow environment look like? Are we any good at this? How do we get better?

Safe to Grow is not a digital concept

Safe to Grow is a high performance concept

What do high performance environments look like?

Collective accountability and growth




Lean/Kata

Let's pat ourselves on the back

But not too much...

Individual accountability and growth

we're not so good at that

Which is why I'm here

Why do we ignore the individual bit?



The System is to blame



We don't have the skills

Maybe it doesn't even matter?

Brilliant jerks



"Do not tolerate brilliant jerks. The cost to teamwork is too high" Reed Hastings, CEO Netflix

Ok, it's important and we're not good at it. Do we have a framework for doing this?

I didn't come last in the next race



Focus on goals

(Very) objective measures of success

You won't kick ass all the time

Transparent conversations

A culture of candor

21



Radical Candour - Kim Scott



Safe environment + Framework for accountability + **Communication for growth**



The safety part...

Care about your people. Not your resources.

Be vulnerable



Andy Kelk @andykelk · Feb 26 "You can't be right all the time. The best leaders are those who will admit that they've

been wrong." @jemolesky #1stConf

V

Highlight everyone's skills





Sometimes it's less safe to grow

The accountability piece...

A bajillion goal setting frameworks

Measure outcomes

Communication for growth...



This bit is actually super straightforward

Have the awkward convo



Have the crucial convo

3 MILLION COPIES SOLD

UPDATED SECOND EDITION

NEW RESEARCH - CASE STUDIES - RESOURCES

crucial conversations



TOOLS FOR TALKING WHEN STAKES ARE HIGH

NEW YORK TIMES BESTSELLING AUTHORS PATTERSON - GRENNY - McMILLAN - SWITZLER

Simply learn how to give feedback

Feedback = observation + the way it made you feel

Continue vs consider

Safe environment + Framework for accountability + **Communication for growth**

Where should I focus first?

Safety. Build safety.

The 5 key dynamics that set successful teams apart according to research.

What Makes a

PSYCHOLOGICAL SAFETY

.

Team members feel safe to take risks and be vulnerable in front of each other.

DEPENDABILITY

Team Effective?

Team members get things done on time and meet Google's high bar for excellence.

STRUCTURE & CLARITY

Team members have clear roles, plans, and goals.

MEANING

Work is personally important to team members

IMPACT Team members think their work

matters and creates change.

Research by: Google Illustrated by: Larry Kim (@larrykim)

It's the hardest bit

But it's the most important bit







Elise Aplin emaplin@gmail.com