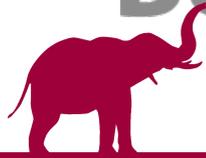




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With passion to success

**ELEPHANT
IN THE ROOM**

Ed. 6

Have you ever seen a failure story in your organization, either featured internally on the intranet or even published externally? No? But you most likely have seen myriads of success stories, right?

Shades of Innovation

Traditionally, organizations have deeply embedded the concept of management by objective, which predetermines results matching desired expectations. If these don't match, then someone, somewhere, has failed: and that's a bad thing. It is the *traditional blame game* at workplace.

Nowadays, many executives want (need) to create a culture of innovation, for good reasons: a culture of innovation is a strong indicator of an organization's ability to withstand varieties of constant disruption nearly every industry is exposed to and, moreover, to outperform competition.

Walking this talk is real hard. One need to align organizational culture ("OC") thus to unshackle the organization from blame game culture and to *enforce values & behaviors to actually tolerate or reward failures*. The smartest way to put it is **to strive for a failure-tolerant culture & leadership**.

Ref. to our POV
Nugget

Shades of Innovation



**Failure-tolerant
culture.**



I appreciate the way, Jeff Bezos talks about failures in a note to Amazon shareholders: "*Most large organizations embrace the idea of invention, but are not willing to suffer the string of failed experiments necessary to get there... Given a 10% chance of a 100 times payoff, you should take that bet every time. But you're still going to be wrong nine times out of ten. We all know that if you swing for the fences, you're going to strike out a lot, but you're also going to hit some home runs.*" (Naturally, limits apply, e.g. at no time an enterprise can be casual about issues of health & safety)

Hence one needs to work on OC that govern approaches to feedback, risk-taking and failure tolerance: just telling "be innovative!" is not good enough.

**DO YOU SUSPECT  IN YOUR (BOARD) ROOM?
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