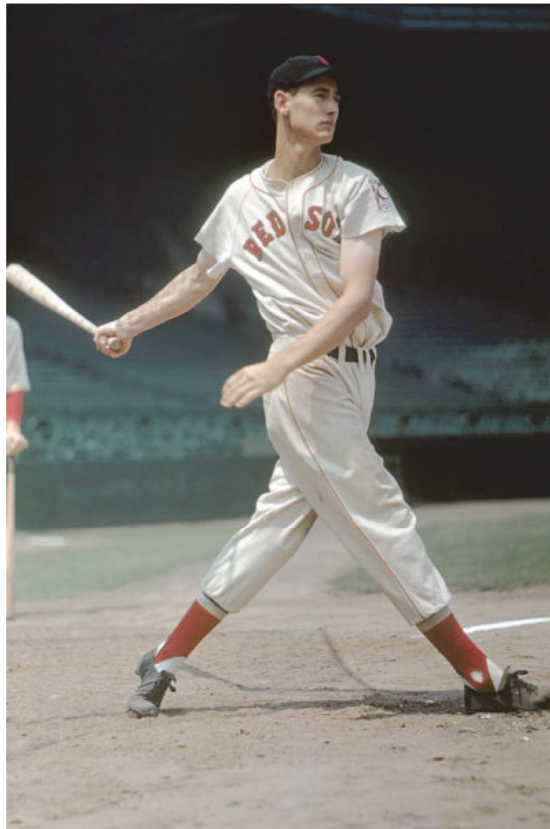


The importance of failure



- Ted Williams, aka the Splendid Splinter
- .344 batting average
- One hit for every three times at bat
- Twice as many "failures" as "successes"
- League-wide average $\sim .250$. and average salary \$4.41 million

Create permission to fail

- “What people are looking for is permission to take risks because government is full of people who are risk averse. Reward and recognition can help. When empowered, innovators in government are gonna go fix stuff.” (former Innovation Team director)

Psychological Safety	
When you have it	When you don't
See mistakes as opportunities to learn	See mistakes as threats to your career
Willing to take risks and fail	Unwilling to rock the boat
Speaking your mind in meetings	Keeping your ideas to yourself
Openly sharing your struggles	Only touting your strengths
Trust in your teammates and supervisors	Fear of your teammates and supervisors
Sticking your neck out	Having your head chopped off
Source: Adam Grant, <i>Think Again</i> , page 210	

Afraid to fail?



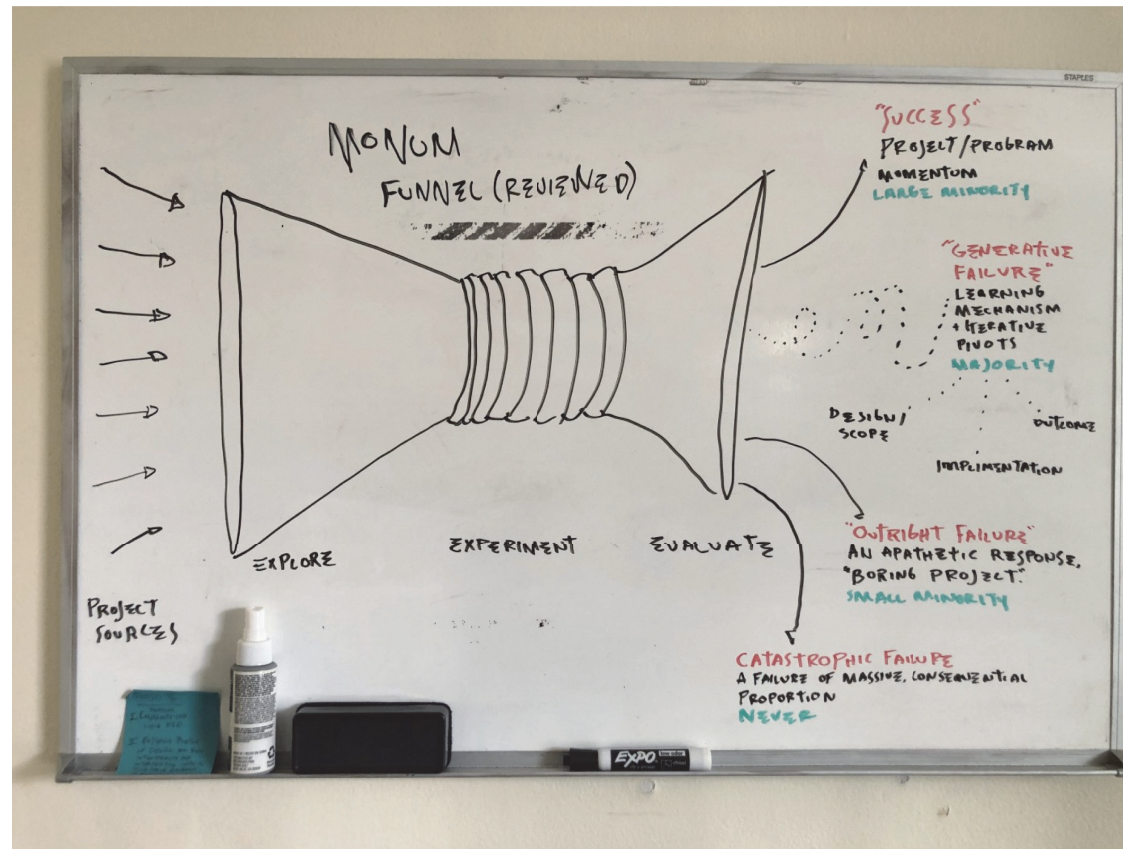
- “That is the dumbest idea I ever heard.”
- 6 months for engineers to get Steve Jobs on board with the idea of the iPhone

(Source: Adam Grant, *Think Again*)

Failure can lead to success



Failure is just part of the process



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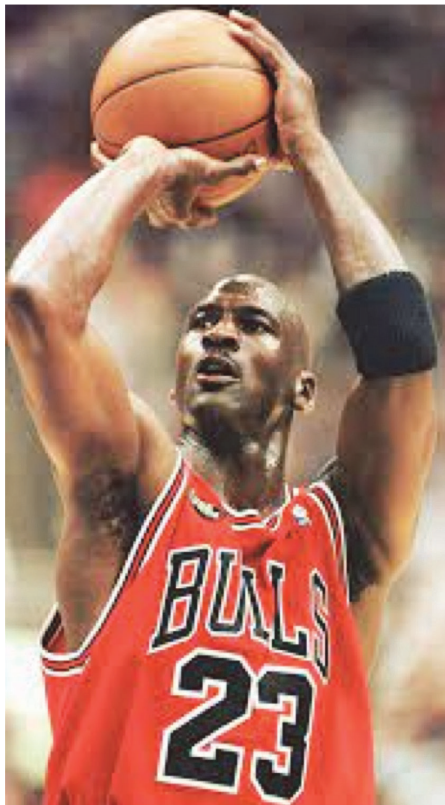
Source: Boston, Mayors Office of New Urban Mechanics, [blog post](#), 2019

Excuses?



- Mariko Yugeta, aged 63
- Failed to make Olympic team in 20s; didn't train again until 50s
- Fastest woman in her age group ever to finish a marathon
- PR: 2:52:13
- "It was always something I wanted to do"

Don't stop trying



- “I’ve missed more than 9,000 shots in my career. I’ve lost almost 300 games. Twenty-six times I’ve been trusted to take the game-winning shot and missed. I’ve failed over and over and over again in my life. And that is why I succeed.” (Michael Jordan)

Be open to surprise

- Backup player on college football team
- NFL draft pick #199



It's been a tough time, let's give each other grace...

In one word, describe the mood of your team since last March

Word cloud visualization showing the mood of a team since last March. The most prominent word is **exhausted**. Other words include: **frustration**, **resolved**, **burnout**, **anxious**, **burnt-out**, **hypervigilant**, and **stretched**.



Thank You!

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