

Forward Faster by Design

BREAKFAST SERIES



Faster Glass
imagine better ← innovate faster



Recap: The War on Error
January 11th, 2019

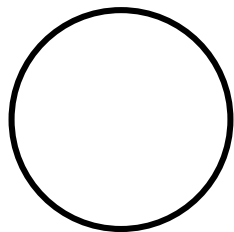
Opening Exercise

1 circle vs 6 circles – Was there a difference in how you reacted? Did it make a difference for others?

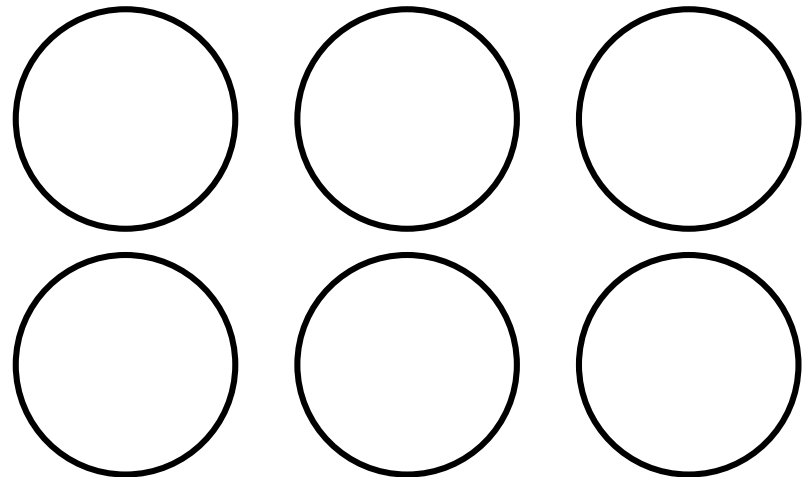
How might the perception of "room for error" impact a person or a team's performance?

On a side note, this exercise might also serve as a "window into the soul" as three of the participants converted their six circles into cans of various adult beverages. At 8:00am. Good times!

Resource: Circles Handout



VS





Key Takeaways

- Efficiency is obviously a good thing, but it can be overplayed. An over-emphasis on efficiency and precision can crowd out experimentation and exploration, activities that are critical for innovation.
- Another side effect is an overabundance of caution. This can lead to a culture where people feel it's safer to miss the boat than to rock the boat.



"The problem at GE was simple. The penalty for failure was greater than the reward for success."

Drivers of the War on Error

1. Efficiency and productivity are relatively easy to measure. And what gets measured gets managed.
2. Our education system, with its focus on test scores and getting the right answers, unintentionally devalues creativity.
3. Most of Charlotte's biggest employers operate in heavily regulated, risk-averse environments. (Healthcare, financial services, energy, etc.) This influences thinking about failure, both inside and outside those organizations.

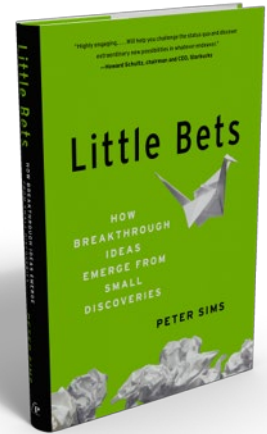
"You'll never create anything original if you're not prepared to be wrong."

Sir Ken Robinson

**Resource: Sir Ken Robinson
TEDTalk on Creativity**

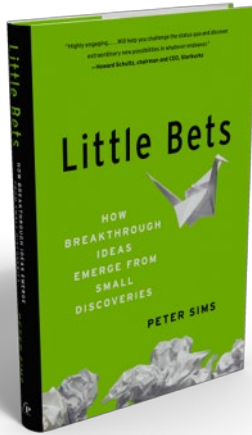
Little Bets Approach

- What are little bets? Concrete actions taken to discover, test, and develop ideas in achievable and affordable ways.
- When should we make little bets?
 - When we can't know what's going to happen
 - When we are uncertain
 - When we lack insight, experience, or expertise



U.S. Army Counterinsurgency Operations

“Developing the situation through action.”



Key Principles of the Little Bets Approach

1. Focus on what you can afford to lose rather than expectations about what you might gain.
2. Don't make your ideas too precious too soon.
3. Forgive and remember. (Don't make the same mistakes over again.)
4. Model and reward the behaviors you want. Disincentivize the behaviors you don't want.

Risks of the Little Bets Approach

To the untrained eye, experimentation and exploration look a lot like incompetence. If you decide to adopt the little bets approach, ensure your key stakeholders are aware of what you're doing and why. Get some small wins in order to earn more at-bats. To borrow a phrase from the world of high-growth entrepreneurs – think big, start small, learn fast.

Paths to Success

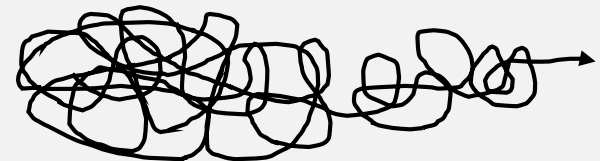
Ideal



Acceptable



Little Bets



Selling the Little Bets Approach

"Sell" may be too strong of a word. Instead, consider ways to influence others so they see the value of the little bets approach and choose to adopt or approve it. Here are a few questions to toss out that can serve as thought and conversation starters.

- How knowable is our future?
- What is the likelihood that what works well today will continue to work as well tomorrow?
- How will we know when our stuff isn't working? Are there leading or lagging indicators?
- How much are we willing to "lose" (or invest) in learning what we don't know?

"Operational excellence secures your present. **Innovation excellence** secures your future."

Roger Milliken

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About the Forward Faster by Design Breakfast Series

[Forward Faster](#) is a monthly event, typically held on the second Friday, where a growing tribe of Charlotte thinkers and doers gather to explore how the principles and practices of Human-Centered Design can fuel business, civic, and social innovation. The series is a mix of presenters, panel discussions, and workshops all aimed at sparking new ways of thinking, seeing, and doing.

About Faster Glass

[Faster Glass](#) is an innovation training and consulting firm focused on helping people and organizations leverage the discipline of Design Thinking to do four things:

1. Co-create solutions to complex problems,
2. Intentionally design extraordinary experiences,
3. Strengthen their innovation capabilities, and
4. Build a culture of innovation.

For more information about Faster Glass and their services, please contact Dan Black, Innovation Architect at dan.black@fasterglass.com, 704.502.0343 or just schedule a meeting [here](#).



About McColl Center for Art + Innovation

[McColl Center for Art + Innovation](#) is a nationally acclaimed artist residency and contemporary art space in Charlotte, North Carolina. Located in the former Associate Reformed Presbyterian Church in Uptown, McColl Center houses nine individual artist studios, more than 5,000 square feet of exhibition space, and multiple common-use spaces, including a studio for large-scale sculpture fabrication. McColl Center's historic neo-Gothic revival building is one of the most unique and exciting spaces in Uptown and their art-filled venue is available to rent for a range of events including weddings, receptions, dinners, corporate gatherings, workshops, and more.

