



University of
Salford
MANCHESTER

FAIL – Focussed Action Innovative Leadership:

Using 'leadership failure lens' to support leadership development approaches

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UK Council for
Graduate Education

UH

“Everyday Self”

Share and introduce yourself in the chat

This Session

1. Explore the “Leadership Failure Lens” to flip failure in a leadership context
2. Utilising ‘lessons learnt’ and developing confident decision making
3. Exploring the role of failure in risk taking capacity and aspiration
4. Reflecting and re-purposing, failure as a mechanism to roadmap success
5. Increase resilience

“DIY: Wall of Failure”

Share a recent failure in the chat

Why failure?

The research process can generate a wide range of experiences and emotions, including the unexpected, mysterious, organic, exploratory, frustrating and difficult. Do we share these narratives frequently or honestly enough?

Reframing failure

Shifting from: “criteria that focus on what is known, which do not recognize the process of learning and how people come to know”

To being able to: “recognise emergent unanticipated outcomes” with calm curiosity rather than dismay at a plan going awry (Jackson 2005: 7)

“Made to fail”

‘Error is the permanent contingency [alea] around which the history of life and the development of human beings are coiled’ (Foucault 1998: 477).

Reframing failure

Making mistakes can be a powerful tool for making discoveries and gaining insights that may otherwise have remained hidden.

“Failure glasses and lens”

‘Our entire experience on this planet is determined by how we choose to perceive our reality.’

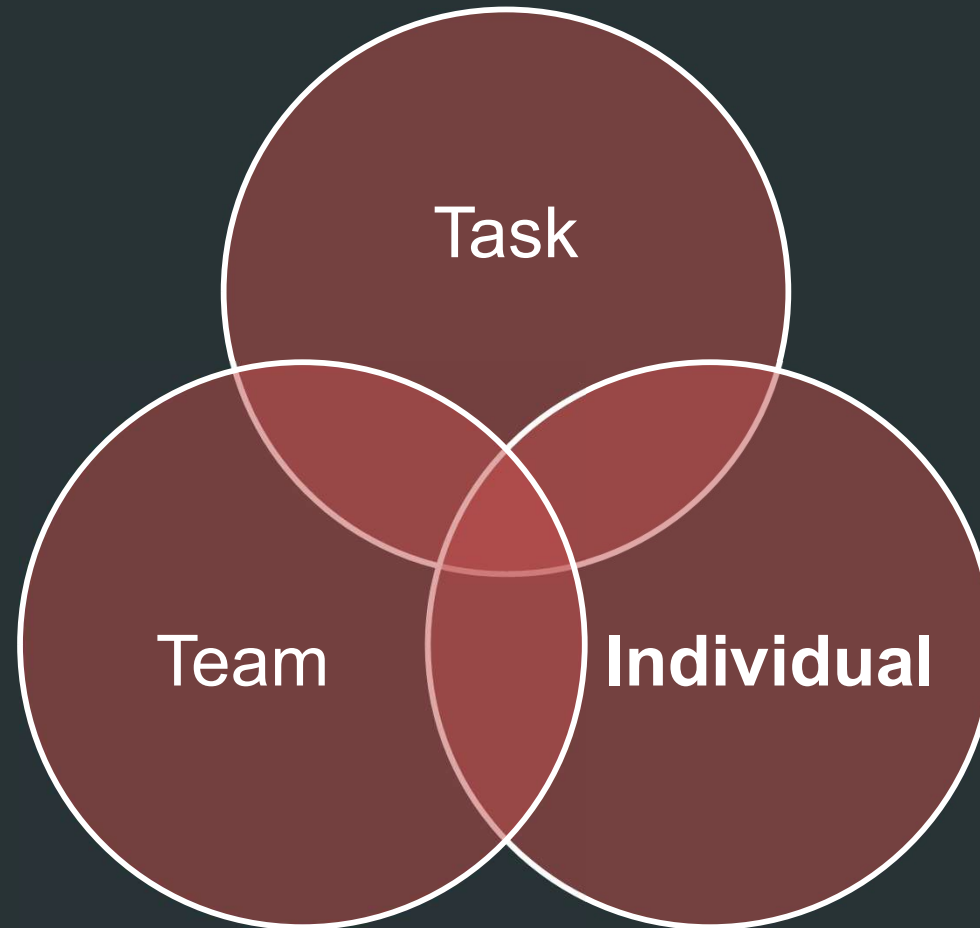
Jen Sincero, You Are A Badass
(London: John Murray Learning, 2016)
p.138

Changing the perspective

Albert Einstein said,

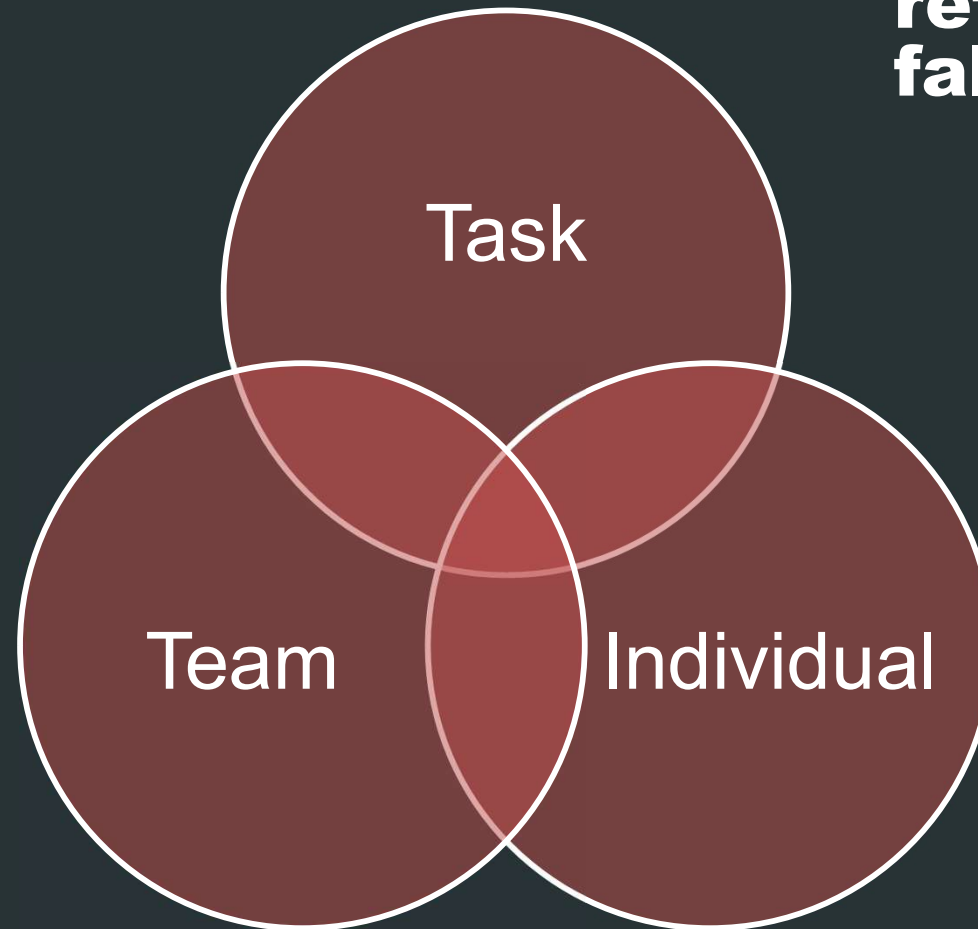
“failure really is just
success in progress.”

Leadership Lens



Leadership Lens

**Failing –
reframing not
falling down**



Vision failure

Let's take a journey into failure

Individual
Task
Team

“Not afraid to fail”

We are all human

It doesn't have to be perfect

No loss of engagement even in a return to in-person activities

Nothing to lose

Authentic – empowerment to be yourself (pet's, children, home environment)

The Failureship approach

Engaging with failure as a positive process:

encourages deep learning

offers tools for research students to learn safely
how to consciously manage and successfully
reproduce processes leading to creative
products

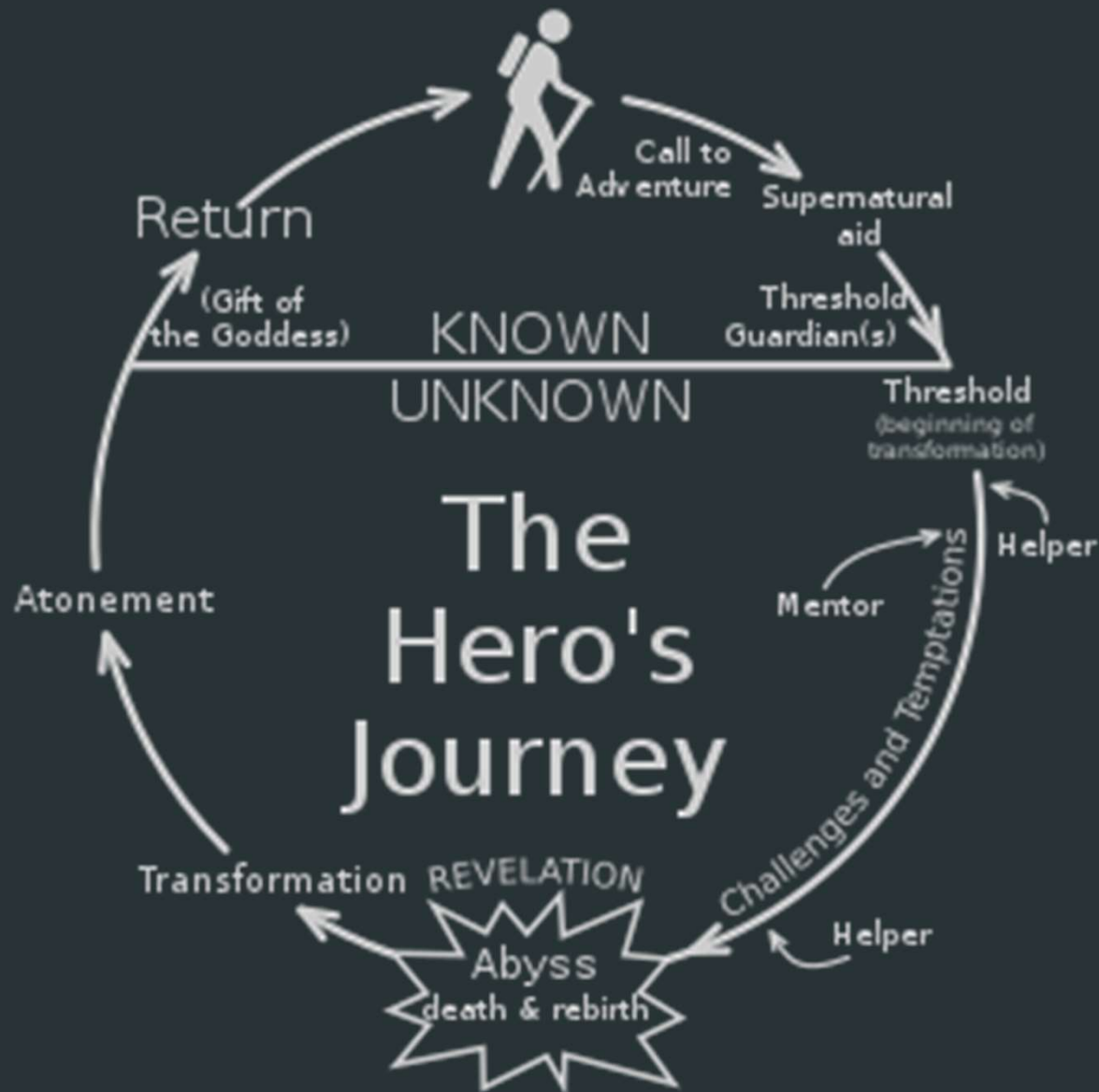
reflects the process-led nature of research
accommodates the 'unfinished' nature of the
discovery environment

mirrors real world experience where dialogue
with the funder or client is required

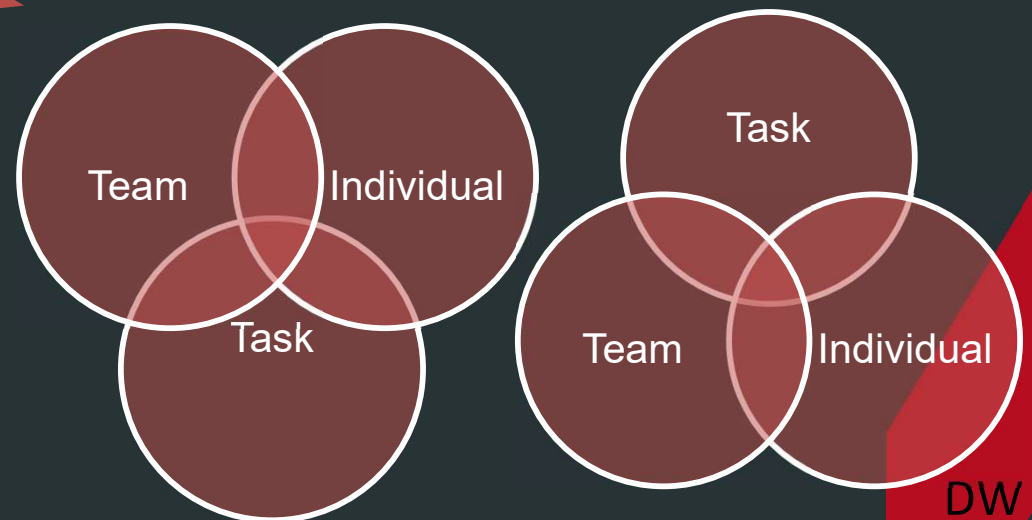
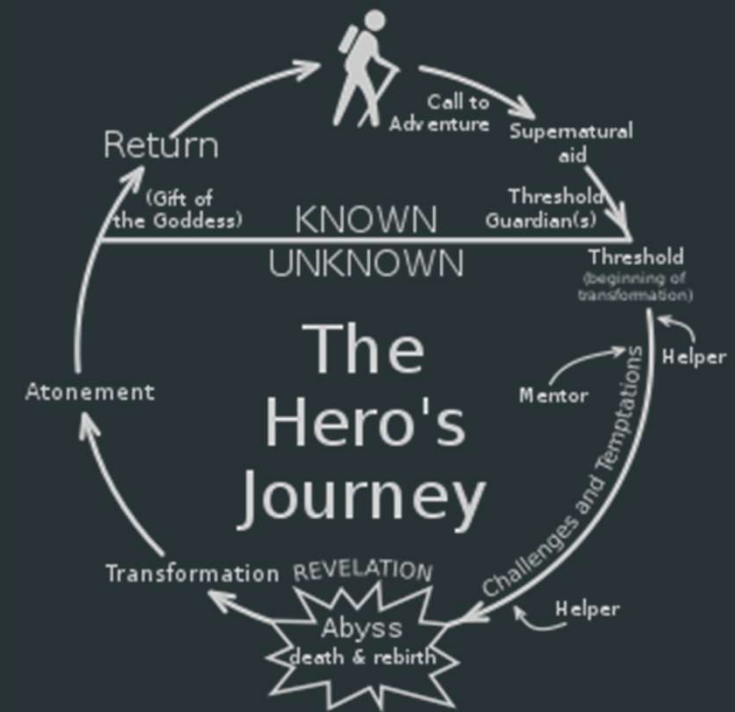
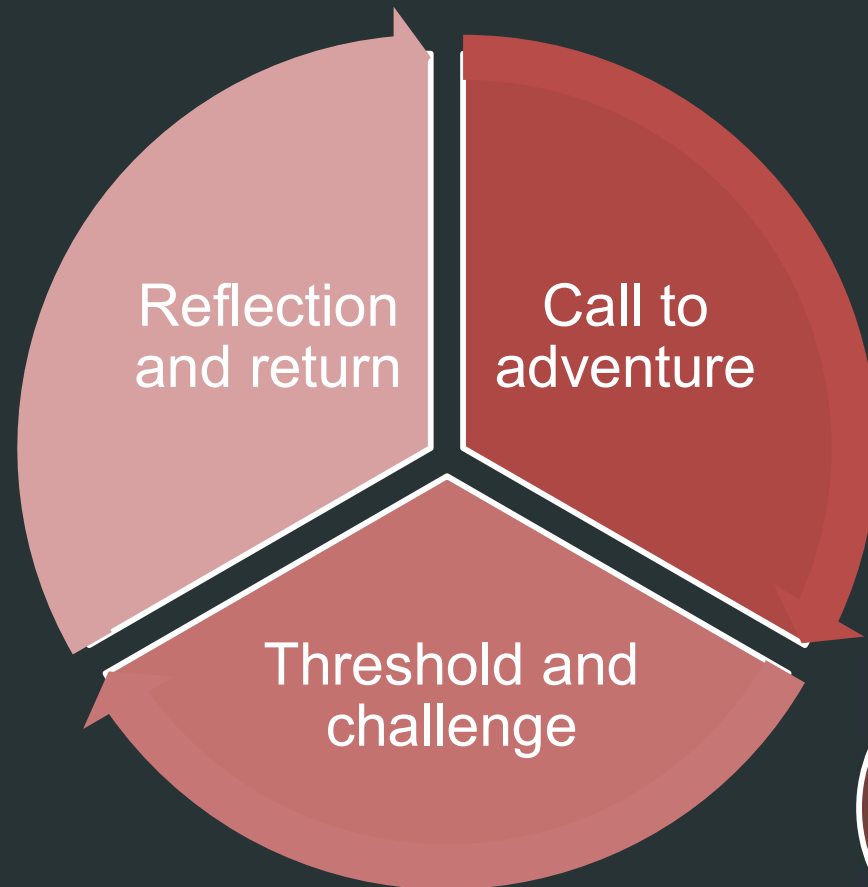
**Embedding a culture of
‘failing better’**

Developing your ‘Failureship’

“Failure – A Hero’s journey”



“Leadership – imagine the journey”



“Flipping Failure”

“The use of language, the words you use to describe reality, can in fact engender reality, can disclose reality. Words are generative... We create and perceive our reality through language. We think reality into existence through linguistic construction in real-time.”

Jason Silva

<https://www.thymindoman.com/does-language-construct-reality-or-our-perception-of-reality>

“Failure Action plan”

Focussed
Authentic
Innovative
Leadership

Focus on behaviour

**“Join the Failure
Freedom
Movement”**