AGENDA

|		
Tuesday	16.15 – 17.30	• CHALLENGES IN PROJECT MANAGEMENT
Wednesday	09.00 – 18.15	• TEAM • PROJECT MARKETING: COMMUNICATION & DISC • PROJECT PRESENTATION
Thursday	09.00 – 12.00	• LEARNING FROM FAILURES ("Fehlerkultur")

19:08

November 18

I am curious. What was the best thing about the graduation ceremony last night?

14 responses

"On a scale of 1 to 10, how ready are you to dive into today's session?"

Readiness

9.0

not at all
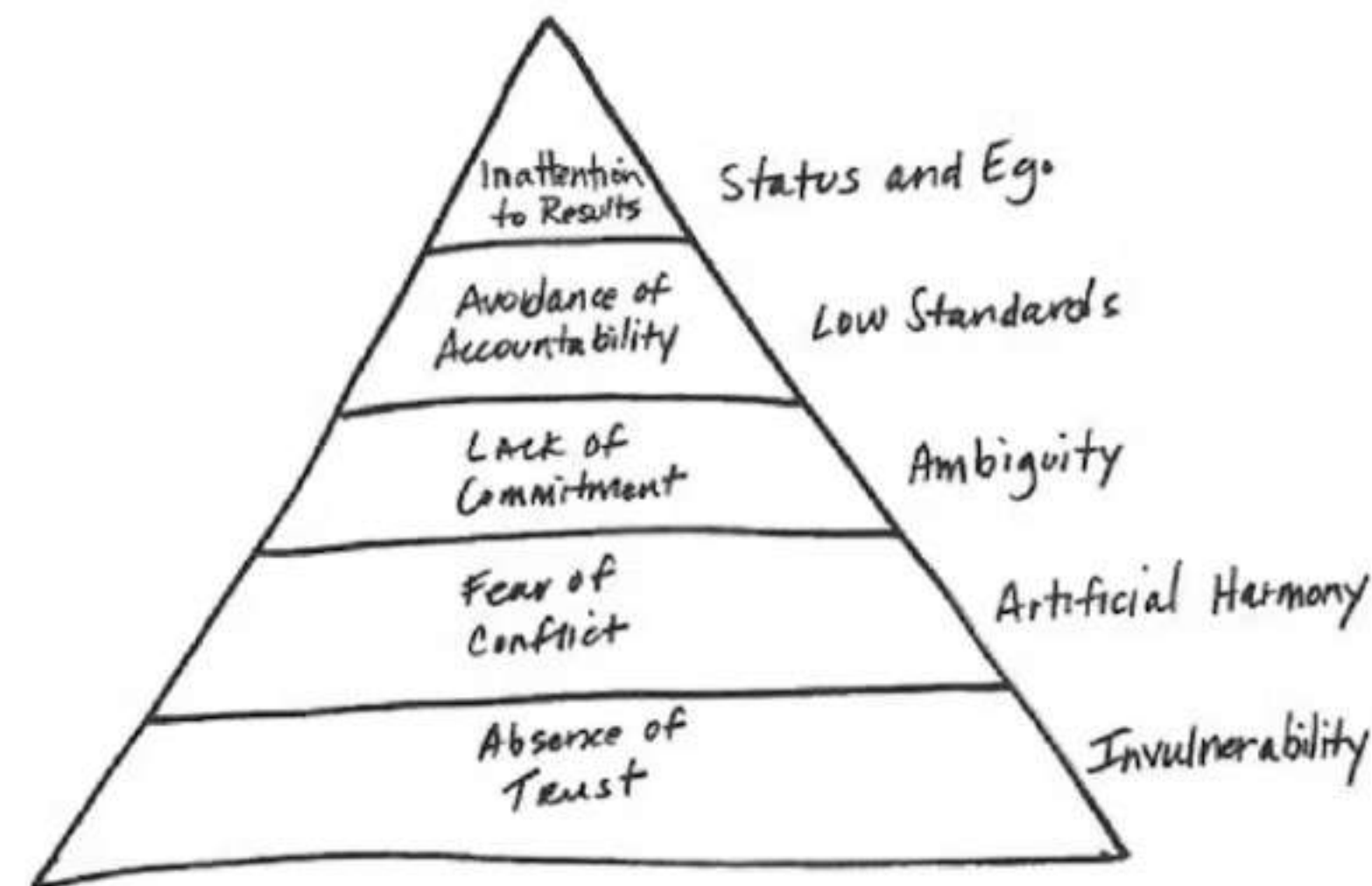
Cannot wait to dive into it

10
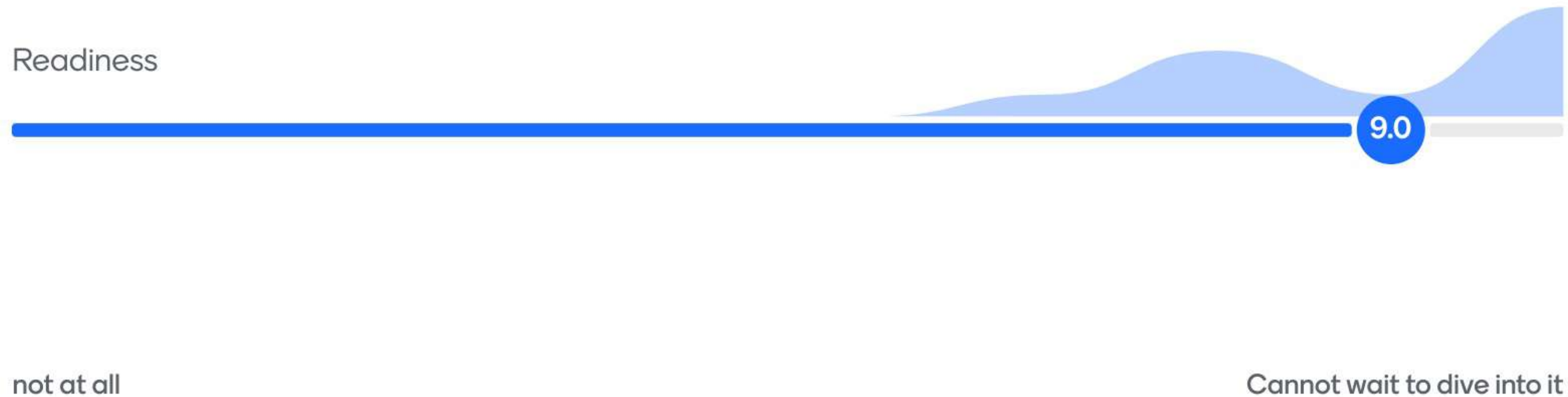
Yesterday's Summary

**Teams &
High Performing Teams**

characteristics of teams as such
typical for high performing teams

**5 Dysfunctions of a Team &
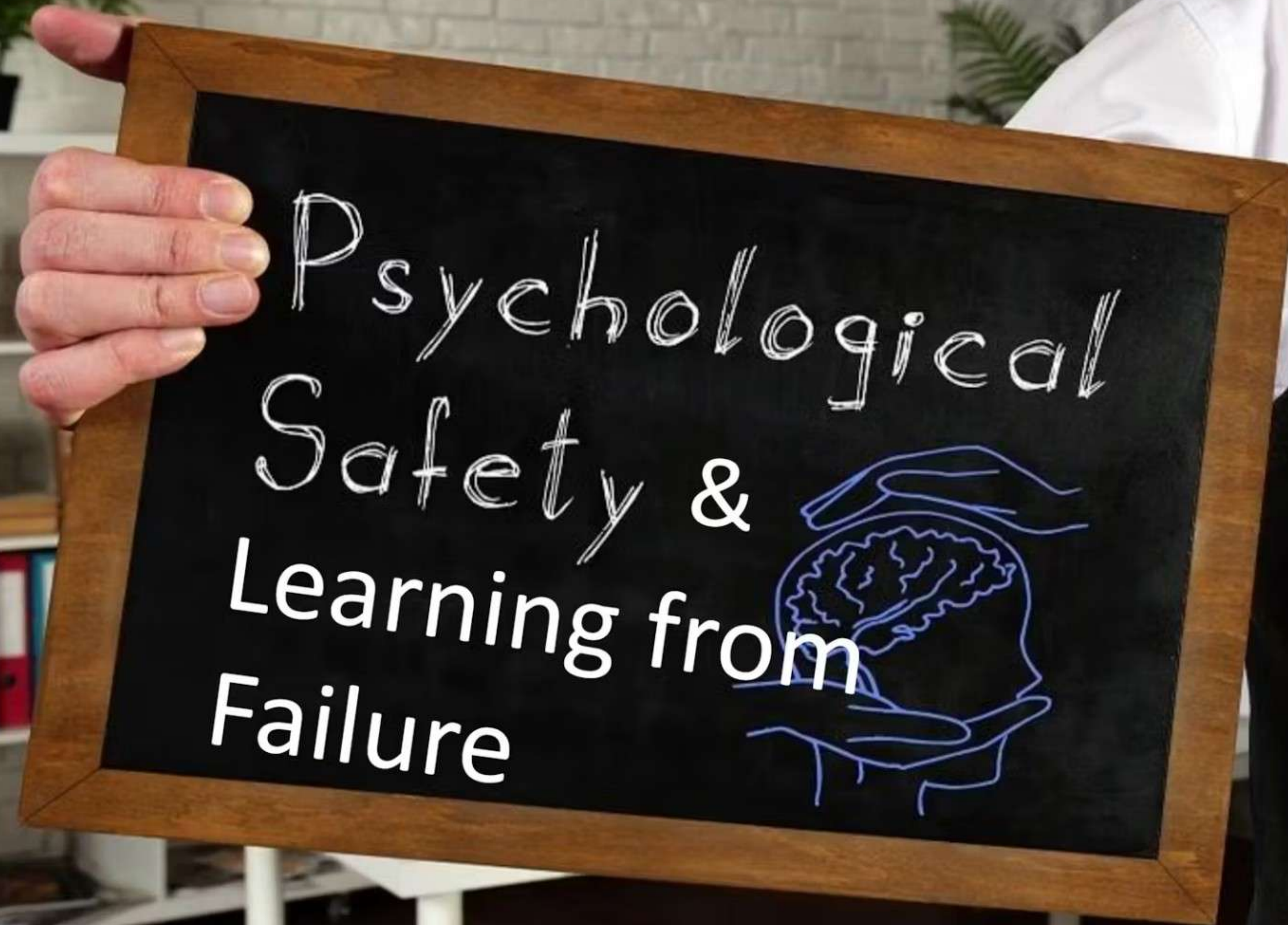How to Overcome #1**

ideas how to overcome
dysfunction #1 → TRUST

**Communication
Styles, Preferences, DISC**

own communication style &
receiver-oriented comm. (DISC)

What did I really mess up?

- Buzz-Group ("Murmelgruppe")

  Turn to your neighbor & discuss, ...
  - What did you really mess up?
  - What happened?
  - How did you behave?
  - What did you learn from it?

  10 minutes (2 x 5 min.)

- One or two volunteers are invited to present their experience with "screwing-up"

What are my main learnings?

Prepare better for a task

ask always for feedback before deciding / presenting things to external people

There are things that you only learn by doing

we all make mistakes and trying to go easier on me when something doesn't work out as planned

practice

Adjust communication style & timing

Do not simply rely on someones statements, question critically these statements

Try to better understand the others' priorities

10

What are my main learnings?

Clearly find out if a task can be achieved with spontaneity or needs meticulous preparation

Don´t take things personally
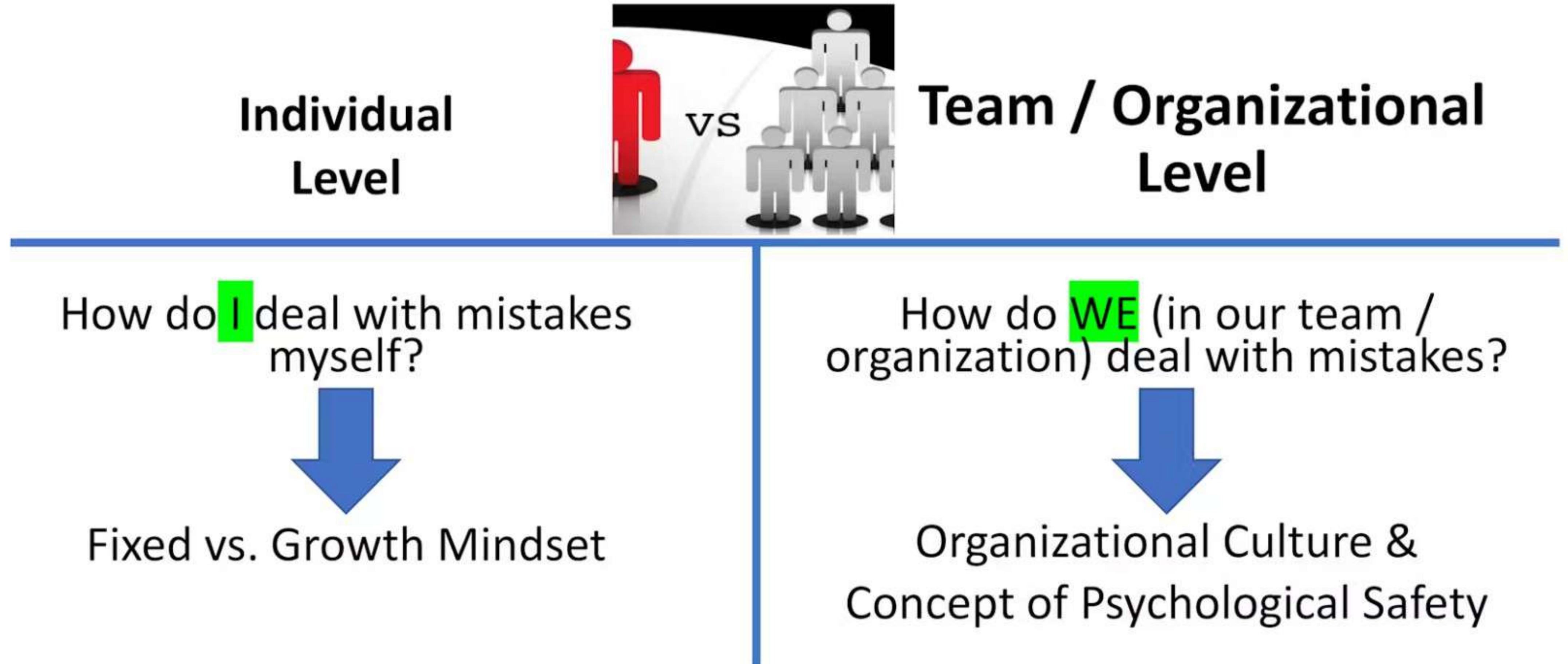
Anticipate.Give feedback.Plan

Sometimes Automized habits are hard to optimize

You learn from mistakes

Thinking one more times, communication is important, keep things as simple and clear as possible it's nice to open up without risking an attack and get new understandings of your discussion partner

find best use cases

10

Learning from Failure (Mistakes) on 2 Levels

Individual Level VS **Team / Organizational Level**

How do **I** deal with mistakes myself?

How do **WE** (in our team / organization) deal with mistakes?

Fixed vs. Growth Mindset

Organizational Culture & Concept of Psychological Safety

GREEN CHEMISTRY CHANGE MANAGER

D&P Führungswerk
Menschen entwickeln

Mindset – Self Assessment

1. Mindset Self-Assessment: Fill out the first page

2. Mindset Evaluation: Fill out the second page

3. Mindset Interpretation on the Fixed vs. Growth Mindset Continuum

4. What is your take-away?

Mindset: Self-Assessment (1)

Mindset - Self Assessment

Please answer below your level of agreement with the following statements. **X**

1 ...	do not agree
2 ...	mostly disagree
3 ...	partly agree
4 ...	mostly agree
5 ...	agree- that's exactly how it is

If you have not yet been in the situation, then still mark the column for how you would probably behave in the situation or what reflects your attitude.

	Statements	1	2	3	4	5
1	I'm stuck in my own skin - there won't be any great changes.		X			
2	No matter how hard I try, I'll probably never be a good manager / leader.				X	
3	I don't like to take risks because I don't want to make mistakes.					X
4	I limit myself mostly to tasks and activities that I know I can do well.			X		

Mindset: Self-Assessment (2)

Mindset - Evaluation

Step 1:

Statements #: 5, 8, 11, 14, 20

Old figure means that from the table on page 1.

Statement	Old Figure	New Figure
5	4	+1
8		
11		
14		
20		
Sum 1		

Old to new figures:

Old Figure	New Figure
1	- 2
2	- 1
3	0
4	+ 1
5	+ 2

GREEN CHEMISTRY CHANGE MANAGER

D&P Führungswerks
Menschen entwickeln

Mindset: Self-Assessment (3)

Mindset - Interpretation

Fixed vs. Growth Mindset (Carol Dweck)

Mindset Continuum:

+15

X

Fixed Mindset   **Growth Mindset**

- 40   **0**   **+ 40**

Failure is the limit of my abilities	Failure is an opportunity to grow & learn
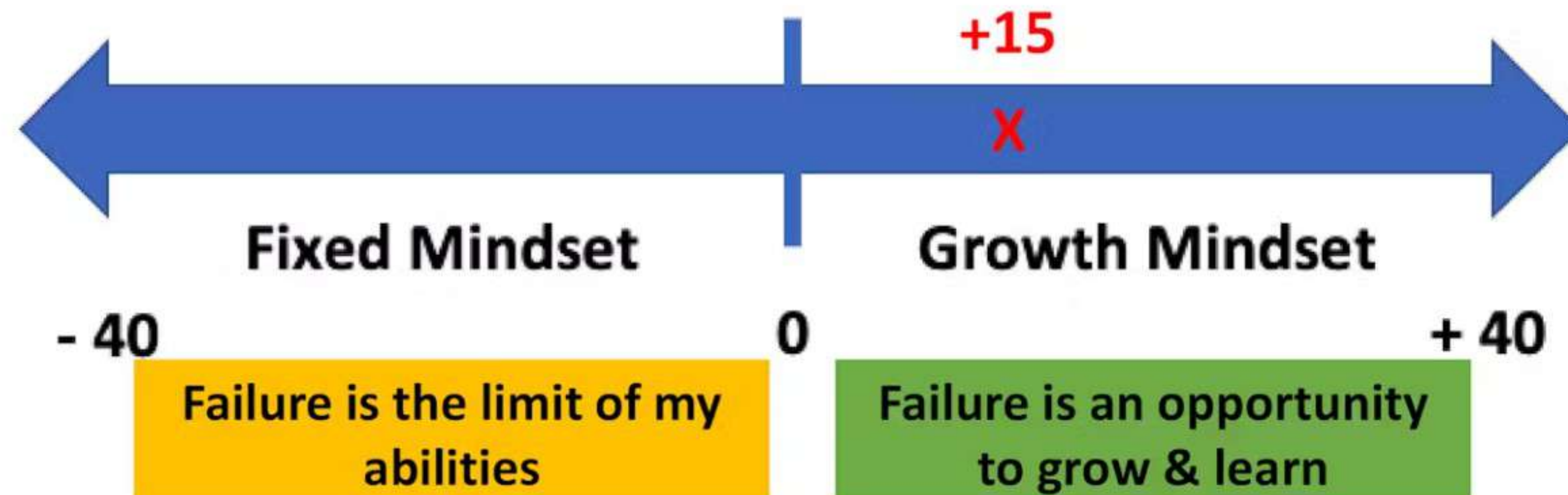
Transfer your total score – mark it in the continuum line.

Fixed Mindset Self-Talks – 6 Patterns

All-or-none judgement

of self when you are faced with a challenging task

Magnification or minimization

of your mistakes

Viewing your effort negatively

when you are faced with a challenging task
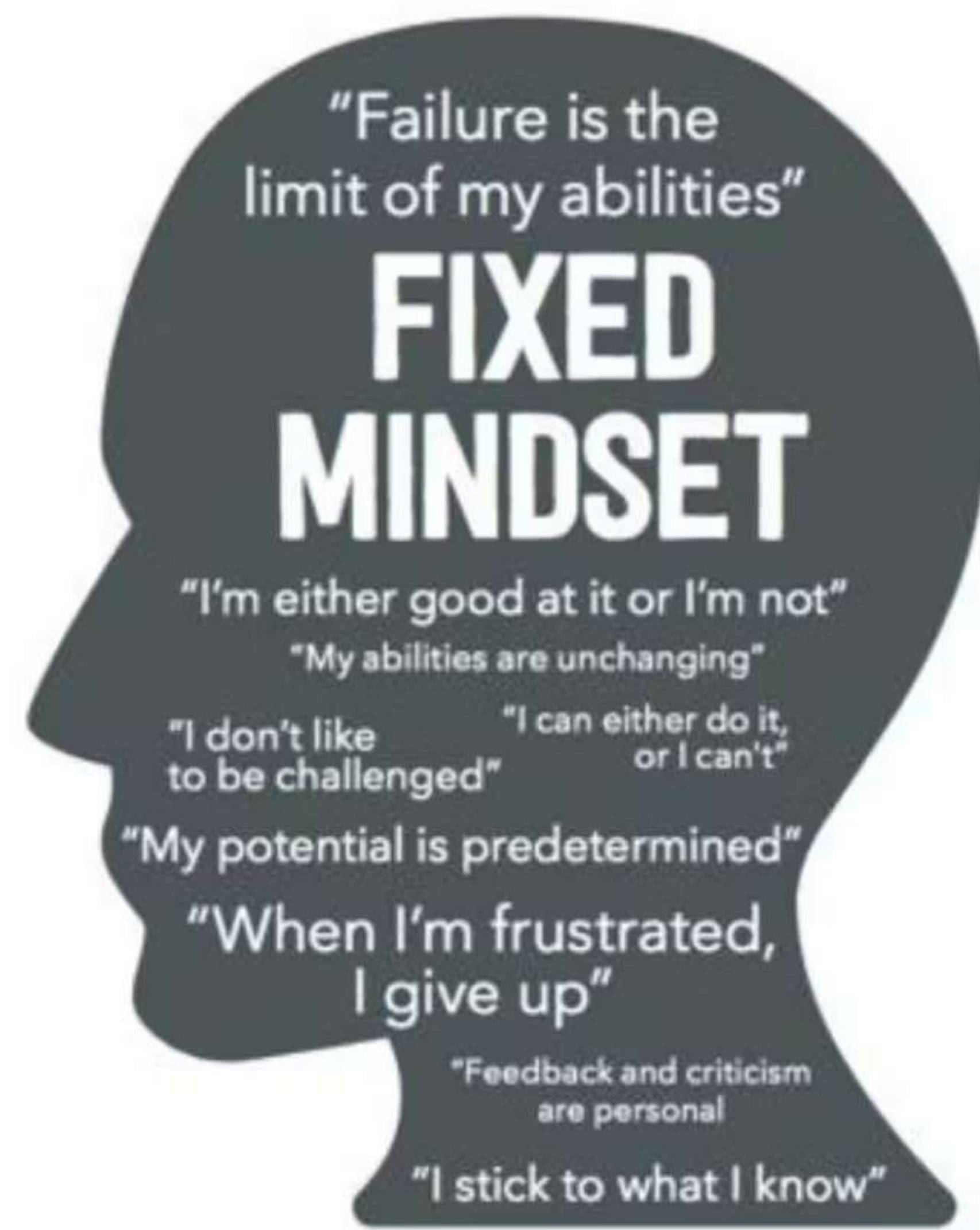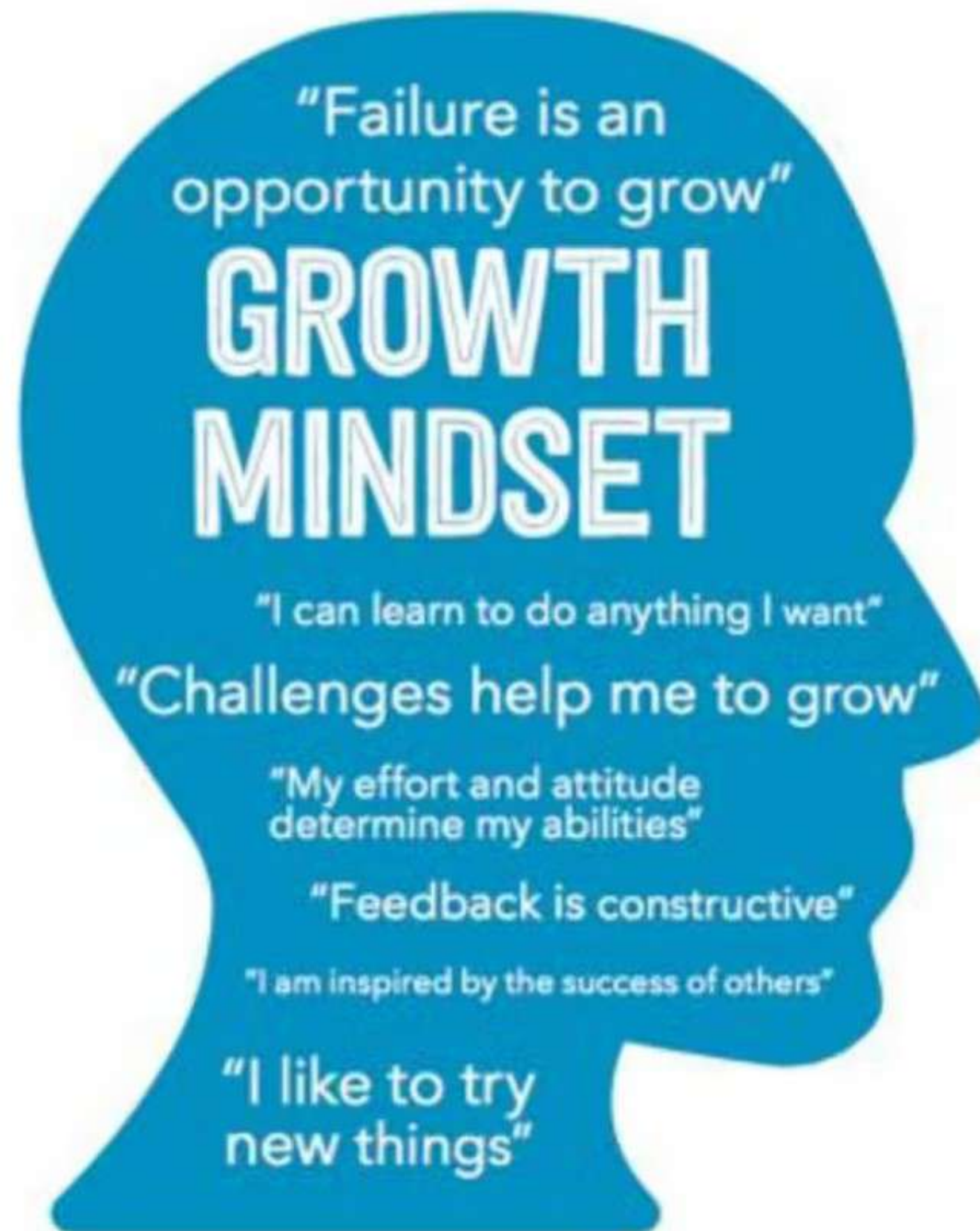
Viewing others as judges
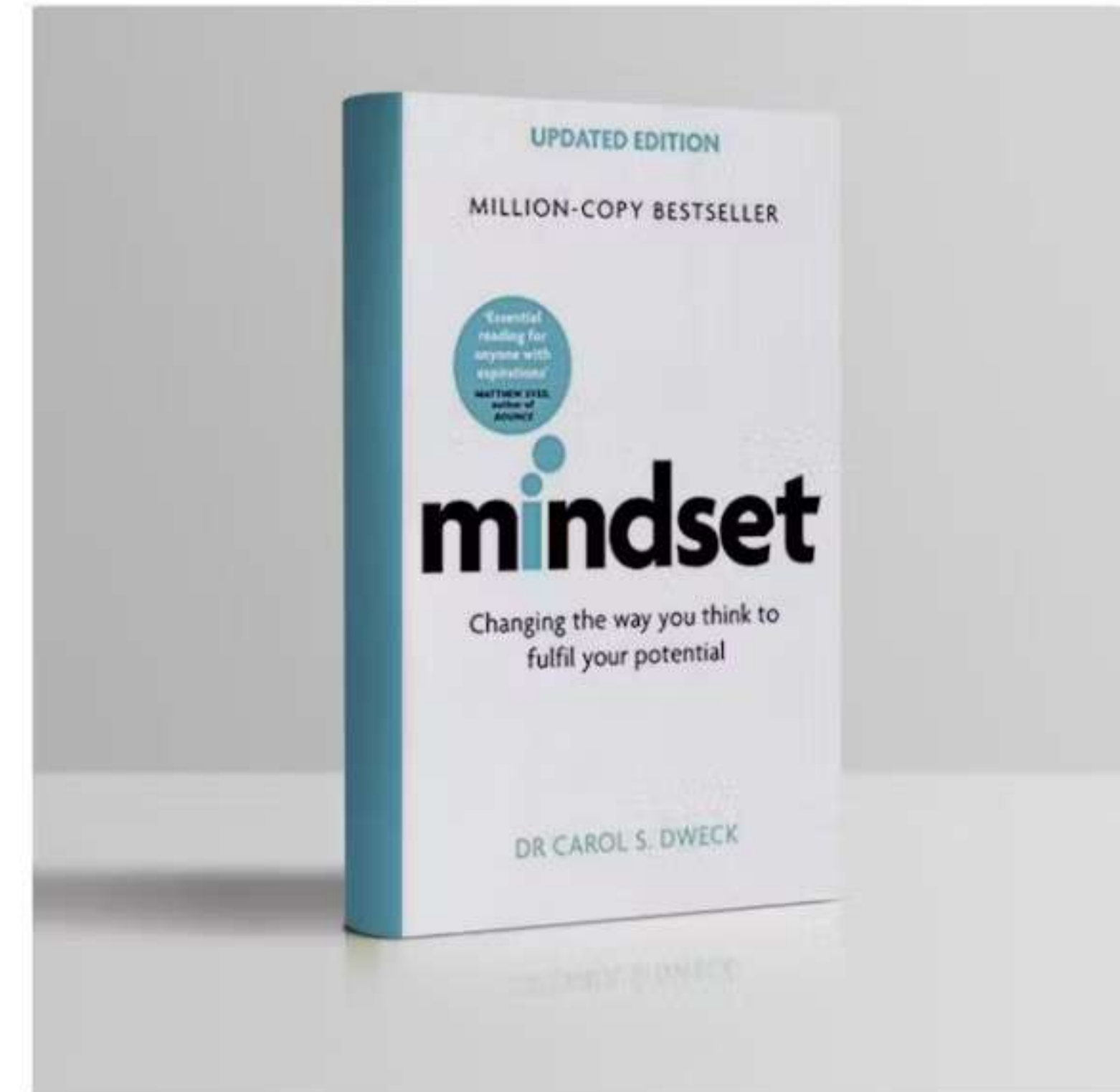
when you are praised or criticized

Perfectionist standards

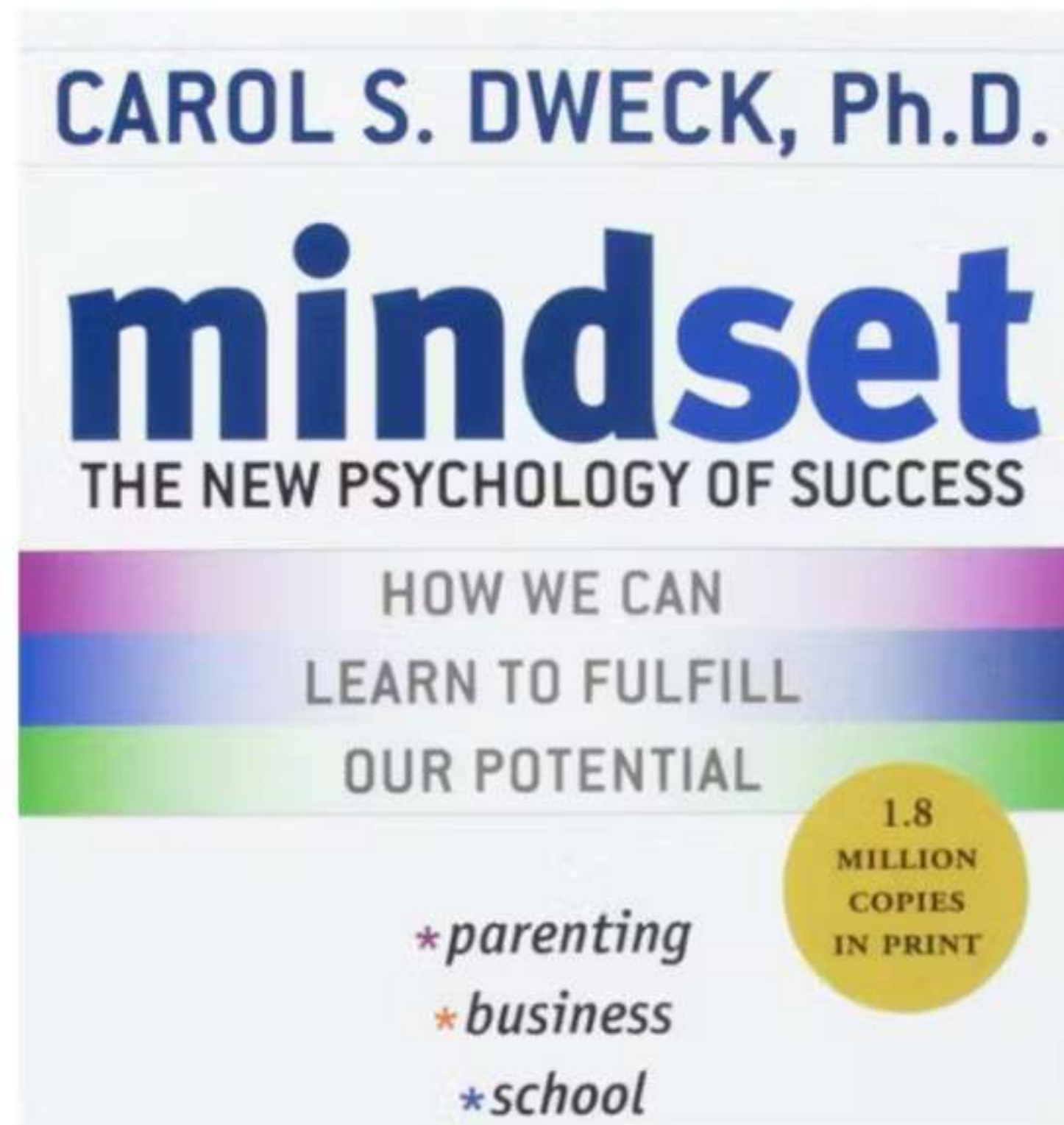when assessing your progress or performance

Competitive comparisons with peers

when hearing about their successes or failures

Quelle: Elaine Elliot-Moskwa, The Growth Mindset Workbook

D&P Führungswerks
Menschen entwickeln

Mindset: Carol Dweck

Your ideas to develop a growth mindset when your are facing the following:

1
👍

From Fixed to Growth Mindset: "It does not work"

Try to find out why

how can I adjust according so it does work

If this thought appears, remind myself to ask myself the question „How could it work?"

explore best use cases

ask for helpt/ask other expert

who else deals with similar things and the go and ask

Consult with others

Let me try anyway

From Fixed to Growth Mindset: "It does not work"

What is the actual problem? Am I the one who can change it?

Asking the why questions systematically, find out the reason and fix it

Were my assumptions correct?

What can I do instead? Next best option

get another opinion

Is it personal?

Run a FMEA

Ask to who knows

From Fixed to Growth Mindset: "It does not work"

someone must know it, get them on board

From Fixed to Growth Mindset: "I don't know how to do this"

Brainstorm different options

Ask an expert

Who could help me?

Ask someone who knows the how or do research on the how

someone must know it, get them onboard

Ask AI

Start in small steps

ask others or go online and see how others have dealt with similar situations- educate

10

From Fixed to Growth Mindset: "I don't know how to do this"

look for expertise

Ask peers if they know about it, look for information

training

Ask to who maybe familiar with this

Study

10 yrs ago: ask Grandmom

If I make to do this how can I reward myself for making this

From Fixed to Growth Mindset: "I don't want to do this"

delegate task

Can I delegate?

Say no

Reflect why I have this internal resistance

call in sick

Can I do something else instead?

go and let it out with a friend or colleague and the do it anyway and treat yourself after

Is it really that important?

9

From Fixed to Growth Mindset: "I don't want to do this"

Explain why it cannot be done and you don't know how to

integrate with other tasks

learn to say no

Take the challenge --- no guts no glory

Play stupid

Think and imagine how it will be once the task is finished

change certain processes

From „Fixed" to „Growth" Mindset (1/2)

| Fixed Mindset Thoughts (Reactive Focus)	Growth Mindset Thoughts (Proactive Focus)	My own thoughts:
That's just the way I am.	I can also behave differently. I can change.	
It drives me crazy.	I myself am responsible for my feelings. What does it have to do with myself that makes me crazy?	What I am angry about is still up to me.
You'll never let me do that.	What can I do to convince you?	
I MUST do this.	I WANT to do this.	
I can't.	I'll get what I need, and I'll learn it.	
It does not work.	It can be done. And I'm going to figure out how.	
Actually, one should…	Something should (must) be done. What's my task?	
The others are to blame.	A mistake happened and I / we learn from it.	

From „Fixed" to „Growth" Mindset (2/2)

Fixed Mindset Thoughts (Reactive Focus)	Growth Mindset Thoughts (Proactive Focus)	My own thoughts:
The boss doesn't talk to me / doesn't take time for me	It's up to me to get the feedback I need from him.	
I don't know how to do this.	I'll get support and find ways to make it work.	
I don't want to do this.	I'm going to take the initiative (this time) and overcome my "inner bastard." I know I'll feel better when I do.	
Mistakes show me my limits.	A mistake has happened. I will learn from it and do better next time.	
Challenges stress me out.	I accept the challenge and will grow from it.	
If I don't feel like it, I don't do it.	It's my job and responsibility. I will not let my team down. There is a goal to achieve.	
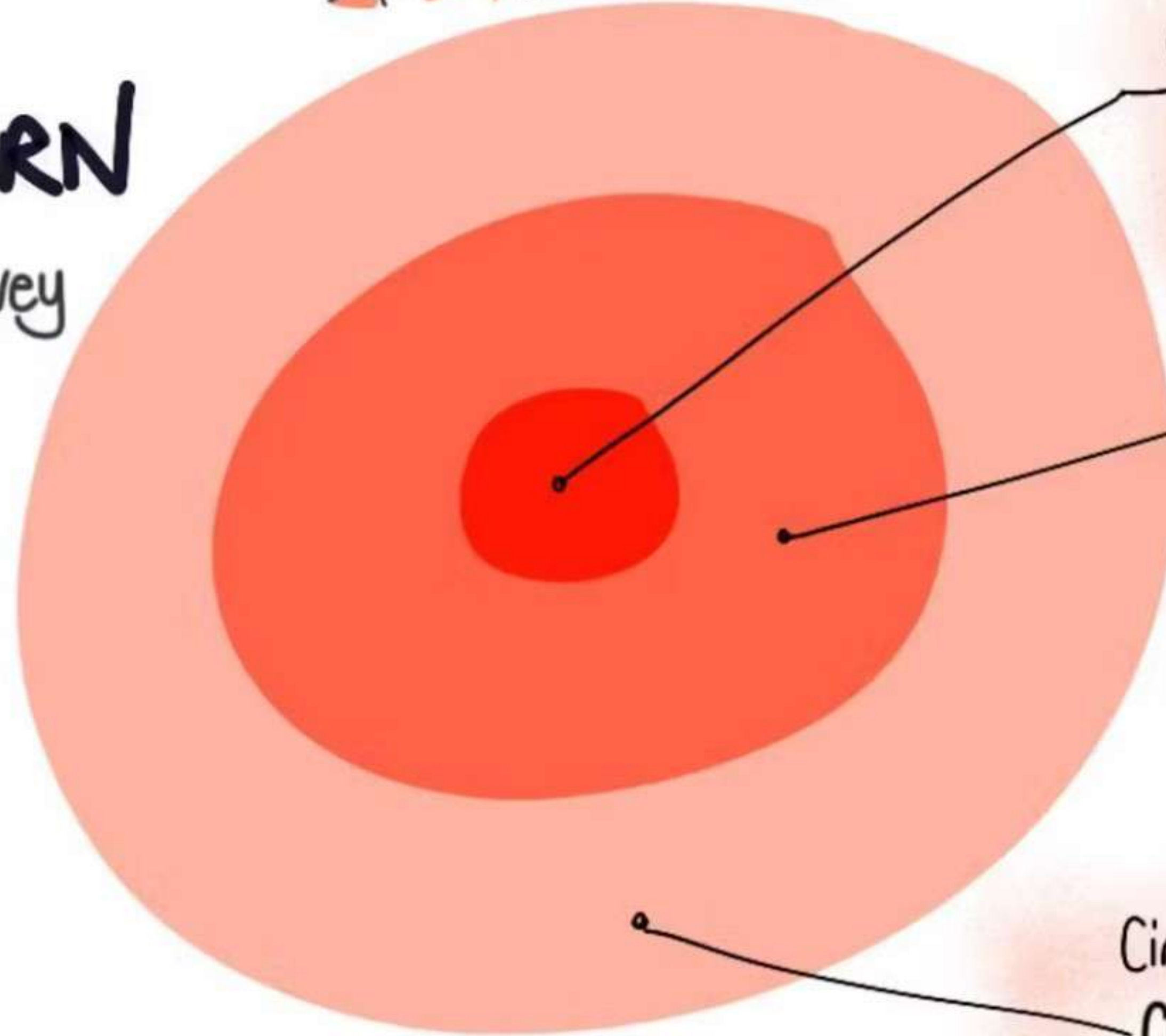
Learning from Failure
Team / Organizational Level
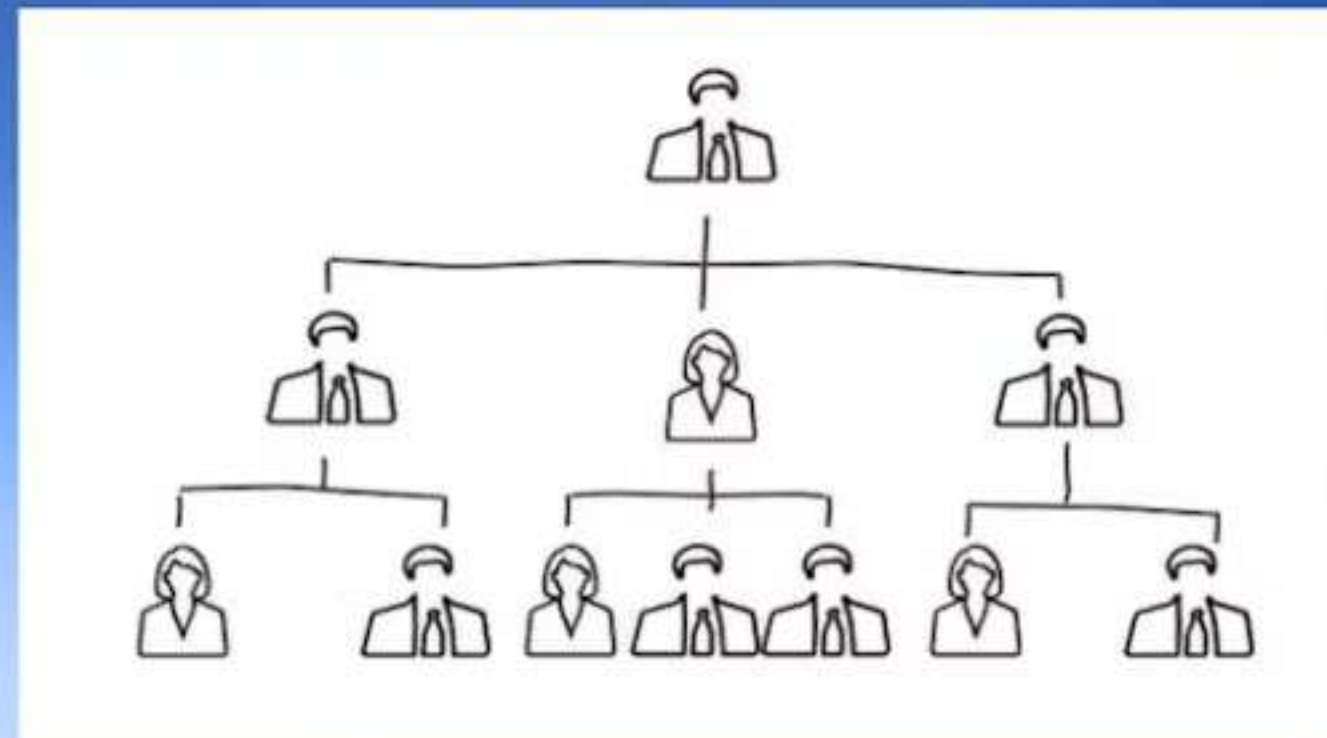
What ideas do you have about how an organization can learn from mistakes at the organizational organizational level?

achievable milestones

Perform external evaluations

realistic deadlines

employee surveys

Creating a list of mistakes (and respective learnings) from the past so that minds are refreshed that (and what) we learn from mistakes

Thorough onboarding process for new staff

Redesign workflows

change the processes accordingly

11

What ideas do you have about how an organization can learn from mistakes at the organizational organizational level?

Document mistakes otherwise they are forgotten easily

Integrate additional / delete not successfol worksteps in similar project

incentives and rewards

Create 'institutional memory' by documentation

clear SOPs

Start by identify and recognise the mistake.

Talk about BUT not blaming, 8D-Report to bring the learning factor, happens from errors into the system,

spark interest

11

5 Dysfunctions of a Team, Psychological Safety & "Culture of Mistakes" (*Fehlerkultur*)

Pyramid diagram (from top to bottom):
- Inattention to Results — Status and Ego
- Avoidance of Accountability — Low Standards
- Lack of Commitment — Ambiguity
- Fear of Conflict — Artificial Harmony
- Absence of Trust — Invulnerability

Decisive whether or not psychological safety & culture of mistakes can be established
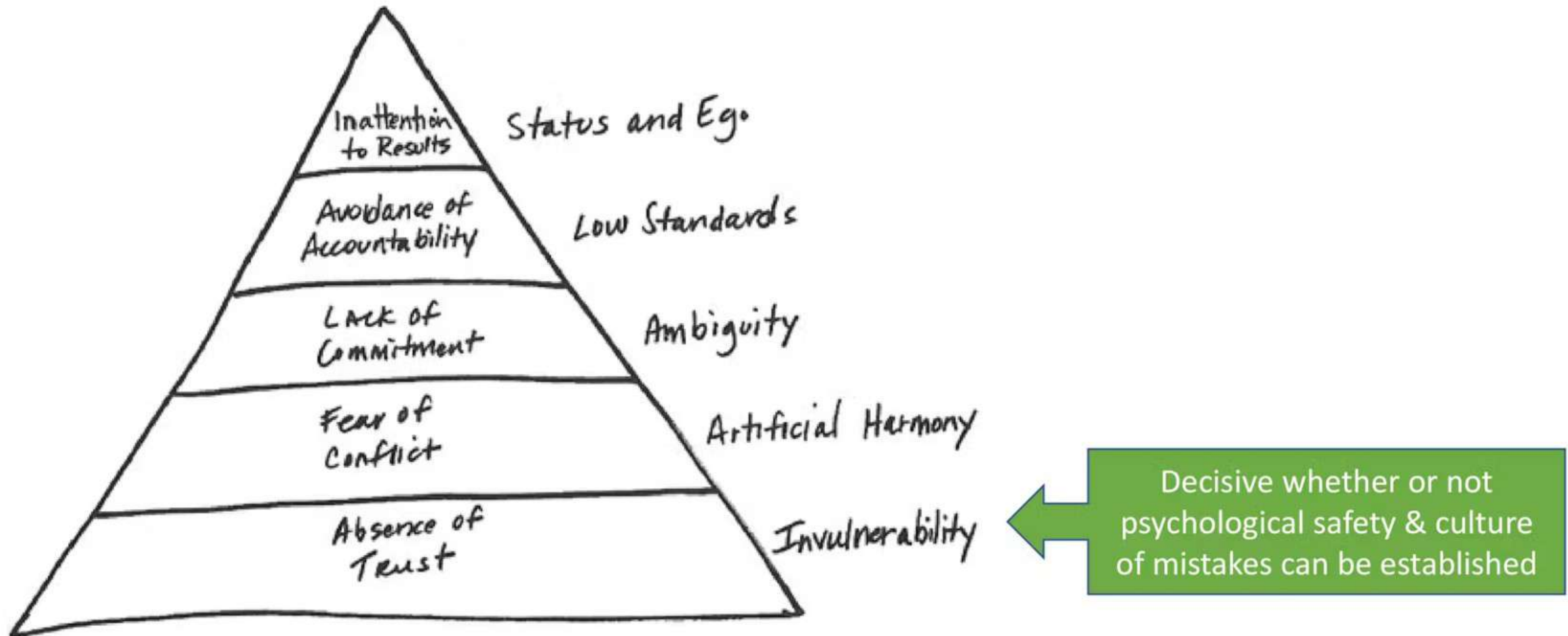
Learning from failure:
Concept of Psychological Safety

by Amy Edmondson

Psychological Danger

- Fear of admitting mistakes
- Blaming others
- Less likely to share different views
- «Common Knowledge Effect»

Psychological Safety

TRUST

- Comfort admitting mistakes
- Learning from failure
- Everyone openly shares ideas
- Better innovation & decision-making

Pyramid (bottom to top):
- Absence of Trust — Invulnerability
- Fear of Conflict — Artificial Harmony
- Lack of Commitment — Ambiguity
- Avoidance of Accountability — Low Standards
- Inattention to Results — Status and Ego

Learning from failure:
Concept of Psychological Safety

**Low
psychological safety**   **vs**   **High
psychological safety**

No risk taking

fear driven

Blame culture

No problem solving

High trust
Learn together
Challenge
Innovate

TRUST

(2) Ideas how to facilitate everyone speaking up?

No naming & shaming

4 **Popular**

Take ideas / concerns seriously

4 **Popular**

Use mentimeter

3

anonymous feedback

3

show them listening ear

3

The example of the leader counts and do not plame on errors, instead making the learning part visible

2

Do one to one meetings and discuss the topic - not in front of the group

spark curiously

1 👍 9 👤

(2) Ideas how to facilitate everyone speaking up?

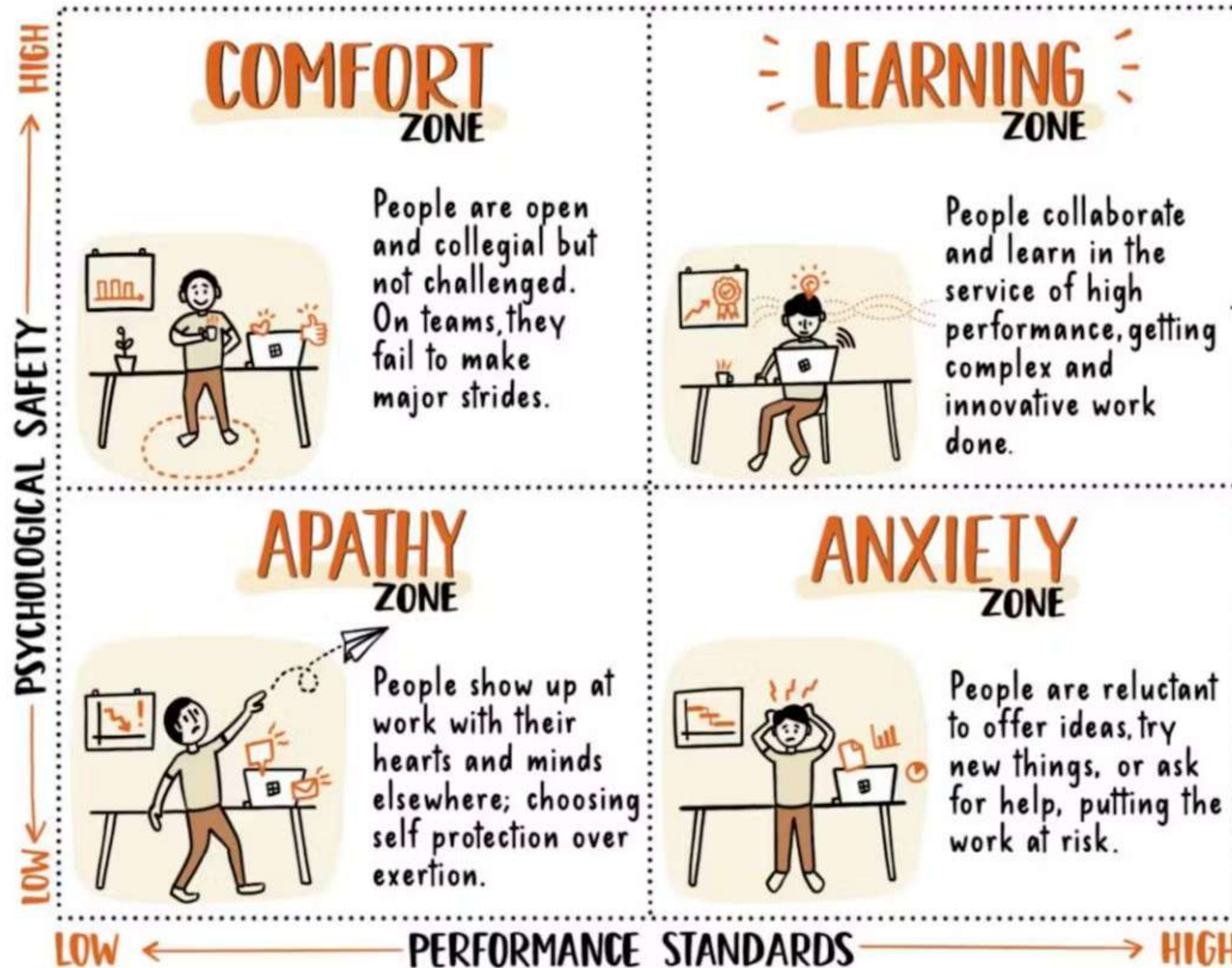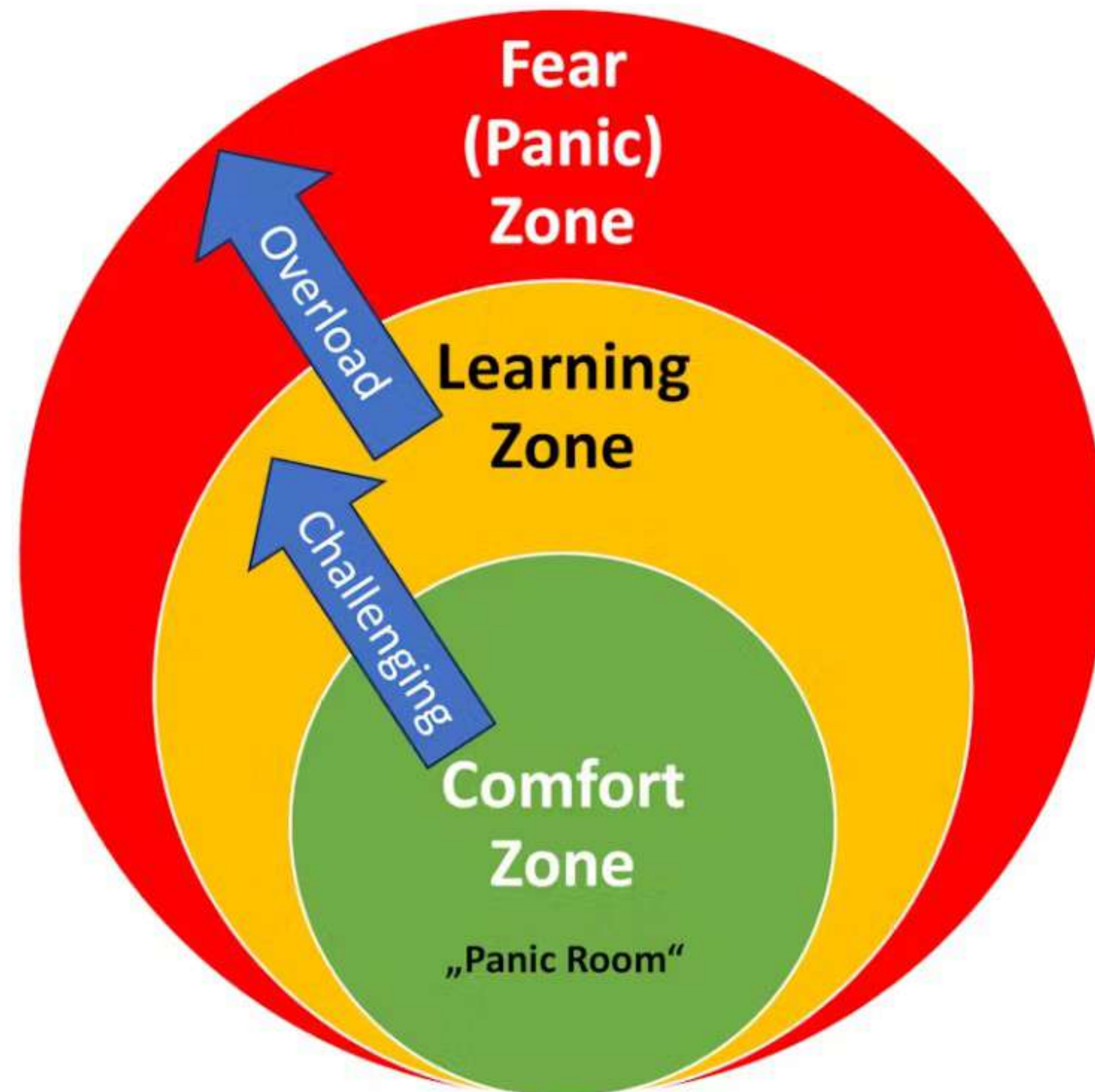|		
value opinions! 1	Be a role model and start with speaking up 1	Talk about issues not mistakes 1
Anonymous feedbackbox	doing things anonymously (eg. mentimeter)	

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HOW psychological safety RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON

COMFORT ZONE

People are open and collegial but not challenged. On teams, they fail to make major strides.

LEARNING ZONE

People collaborate and learn in the service of high performance, getting complex and innovative work done.

APATHY ZONE

People show up at work with their hearts and minds elsewhere; choosing self protection over exertion.

ANXIETY ZONE

People are reluctant to offer ideas, try new things, or ask for help, putting the work at risk.

PSYCHOLOGICAL SAFETY — HIGH / LOW

PERFORMANCE STANDARDS — LOW / HIGH

Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com

GREEN CHEMISTRY CHANGE MANAGER

Mentimeter

Behavioral Change:
Learning („Stretch") Zone / Out-of-Character

Fear (Panic) Zone

Learning Zone

Comfort Zone

„Panic Room"

Overload

Challenging

➢ **scary, fearful, too much**
➢ **no clear thinking (no PLC, fight/flight)**
➢ **urge to retreat**
➢ **exhausted, frustrated, stressed**
HIGH (EXTREME) STRESS

No Learning Effect

➢ new, different, unknown, challenging
➢ active, demanding, uncertain, risky
➢ challenging, engaging, absorbing
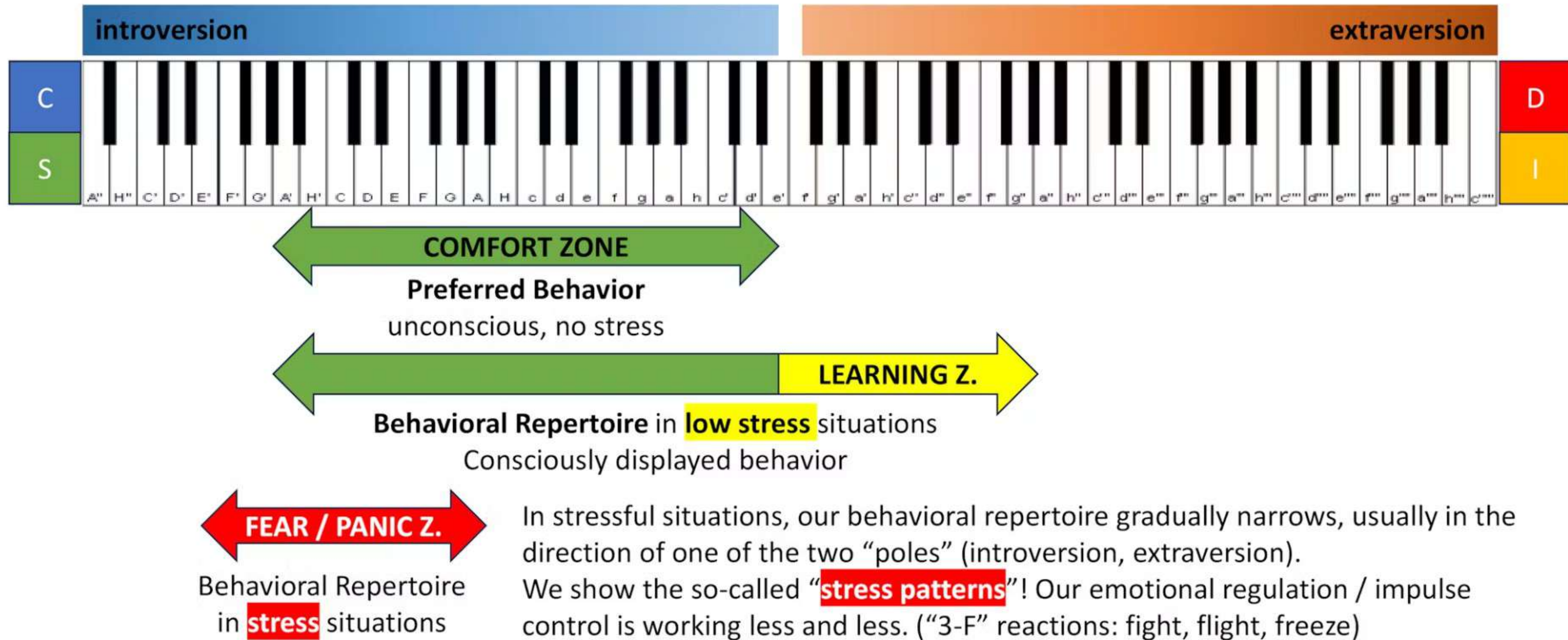➢ satisfying

LIGHT STRESS

Learning, Developing

➢ easy, simple, familiar
➢ restful, relaxed, confident
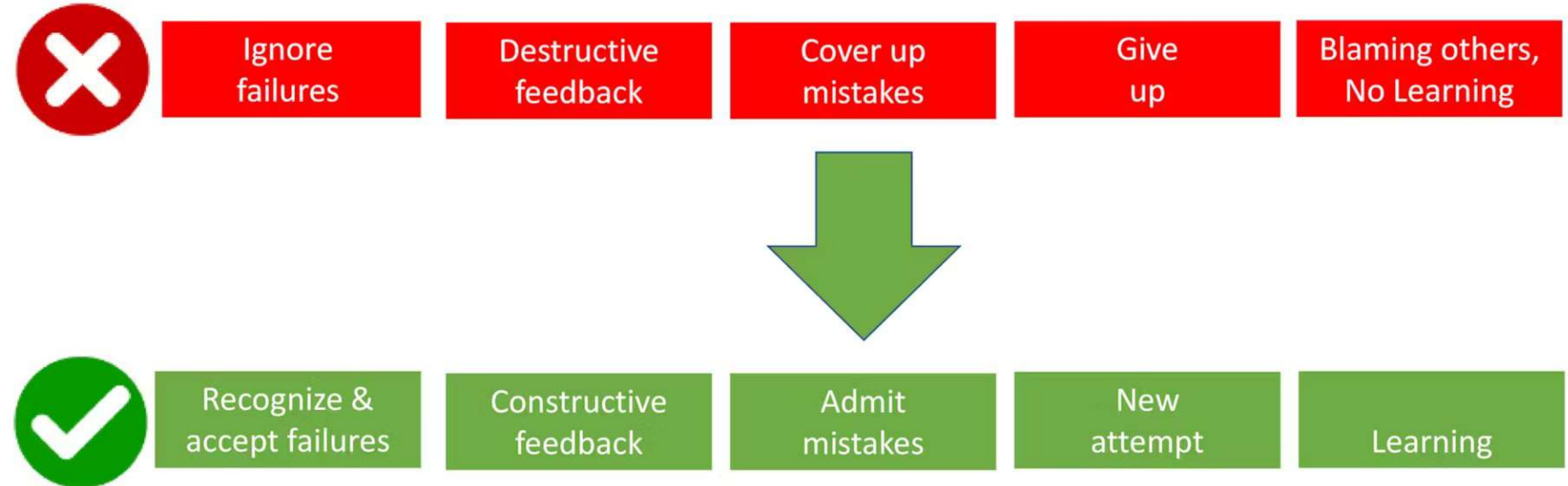➢ static, fixed, protected
➢ boring, under stimulating
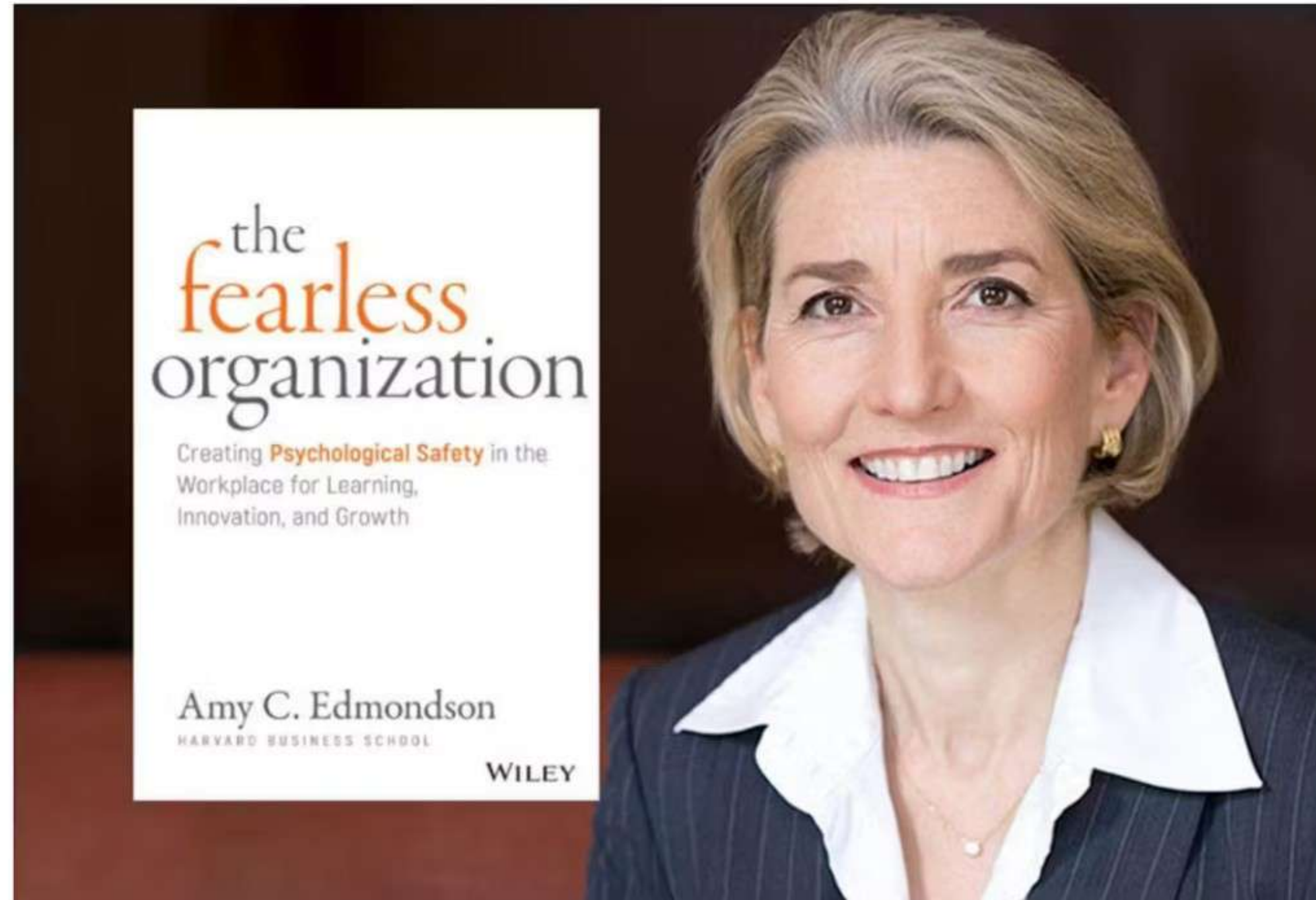
NO STRESS

No Learning Effect

Learning from Failure: Do's & Don'ts

❌	Ignore failures	Destructive feedback	Cover up mistakes	Give up	Blaming others, No Learning

✅	Recognize & accept failures	Constructive feedback	Admit mistakes	New attempt	Learning

Book Titel

Wrap-up – Day 3 Morning Session

Learning from Failures

Fixed vs Growth Mindset

Learning Zone Model

Learning from Failures

Psychological Safety

What did I miss? What should have been highlighted in more detail?

Nothing, everything super interesting and perfectly balanced

it was well packed in provided time

Nothing!

It was very balanced

Change nothing!

maybe more details/ ways on how to deal with non-team players

Maybe giving some (real?) cases for each dysfunktion of a team and how it could be addressed/solved

great presentations. very usefull

1 👍

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What did I miss? What should have been highlighted in more detail?

Broad overview in a short time!

Together with participants: concrete examples from chemical industry, research etc

It's perfect! I like that interactive way! If we get the slides all is good, if not, pls hand it over

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My "Best-take-away" from the last 2 days:

Mentimeter, no doubt

be open to learn

get aware of some aspects of my personality/way to work

start challenging yourself

Know more about myself and with that also how to better deal with others

Know ourselves first, understand our emotions before speak

learn how can I improve myself

how to better navigate in a team

1

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My "Best-take-away" from the last 2 days:

Always worth questioning the way you behave and look out for better ways

How to better communicate with otheres, learn about myself

Getting into helicopter view, stick to essentials, think about myself at first on what I can do in tough situations

read books

Know that others face similar challenges

1

10

Thank you!