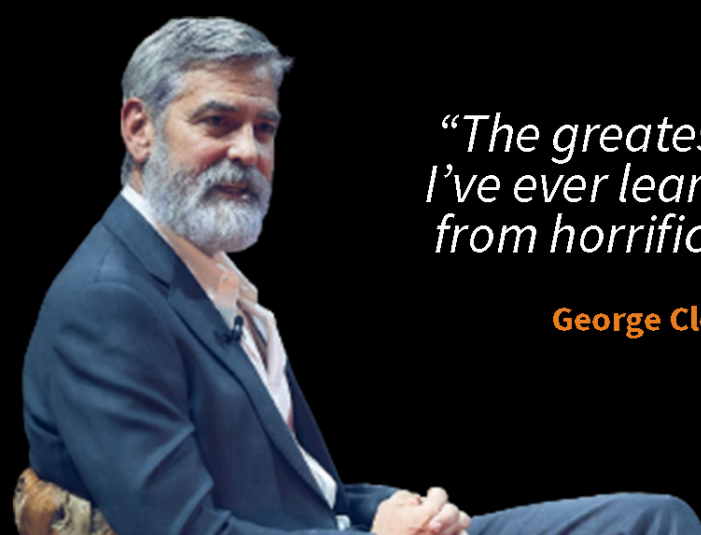


LEADER'S DIGEST



"The greatest lessons I've ever learned came from horrific failures."

George Clooney

THE ART OF INTELLIGENT FAILURE

"Failure is not all bad ...but failure is not all good either", said **Amy Edmondson** last week during a masterclass organized by our friends at DenkProducties. Despite the fuzz and buzz around failure, Amy emphasized that we shouldn't just try to fail a lot - we should aim to get good at intelligent failures. So, what are those?

Amy actually explained that intelligent failures entail 6 specific elements:

- **The opportunity explored is significant.** "You need to be looking at taking risks in something that matters for your mission."
The outcome will be informative. "The outcome is such that you will learn from it."
The cost and scope are relatively small (just large enough to be informative). "This is important; the cost and scope need to be as small as possible to still be informative."
Key assumptions are explicitly articulated. "You have to specify what you are testing or interested in figuring out."
The plan will test those assumptions. "The experiment you are doing needs to test the assumptions you have articulated."
- **The risks of failure are understood and mitigated to the extent possible.** "In terms of the organizational culture, the higher-ups need to be blessing these kinds of experiments."

[Read more about how to fail smart on our blog.](#)

READ THE ARTICLE

THE STRENGTH OF ORGANIZATIONAL HEALTH

According to **Patrick Lencioni**, any organization that wants to be successful needs to be smart in things such as strategy, marketing, and finance. But success requires also organizational health meaning high productivity, minimal confusion, and high morale, among a few other things.



"Being smart is only half the equation in making the organization great. And it gets about 95% of the attention from most leaders. In order for an organization to be successful, it also needs to be healthy."

How to make your organization healthier?
[Watch the keynote to hear Patrick's advice](#) (available until 22 June).

WATCH THE VIDEO

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WHAT INSPIRES US

"If in an organization one team is not talking to the other, it is not as strong as it could be."

According to **Jitske Kramer**, a corporate anthropologist, a tribe is as strong as its mutual relationships. So, if the "shop floor" is not talking to the leaders and vice versa, inevitably there are problems. Only through strong internal relationships an organization can reach its potential.

[In this video](#), Jitske speaks about how she sees organizations as purpose-driven tribes, and shares her ideas on how to develop one.



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