

RISKS AND FAILURE IN LEADERSHIP

Not too many of us get excited about failing. Leading adaptive change takes courage and **giving ourselves permission to fail**. One technique that can assist us work through the fear or reality of failing is to **reframe** the situation or circumstances in which we see our failure as having occurred or possibly occurring.

Above the line and below the line mindset – a hypothetical line that allows one to look at failure and see an aspect of it where progress can be made on difficult challenges:

REFRAMING

Context framing: Any experience or event has different implications depending on where and when it occurs. All behaviours are seen to be useful in some contexts.

Content framing: The meaning and interpretation that is given to an issue by the stakeholder. Look at situation from a range of perspectives that changes the way the meaning is viewed.

On the balcony: View the experience from another person's perspective. Reflect on how experts, a manager, a trusted colleague or an observer might view an issue or act on it.

Reframing questions

Developing
Commitments

View the same situation in a
different light.

Providing alternative
hypotheses

Curiosity

ABOVE

Courage

THE LINE



BELOW

Excuse making

Focus on the deficits of the
failure and get stuck.

Casting blame

General attitude
of helplessness

Avoiding
accountability

