

# Failures to worry, failures not to worry

気にするべき失敗、気にしなくていい失敗

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**Who can go  
lower?**

Let's talk



# Perspective

What we consider a failure



# Fear

How fear of failure impacts our creativity



# Leadership

How we can shift our perspective



# Perspective

What we consider a failure



# Dictionary Definition

## 1) failure | noun (NO SUCCESS)

the fact of someone or something not succeeding:

## 2) failure | noun (NOT DO)

the fact of not doing something that you must do or are expected to do:

*Cambridge dictionary online*

## しっ-ぱい【失敗】

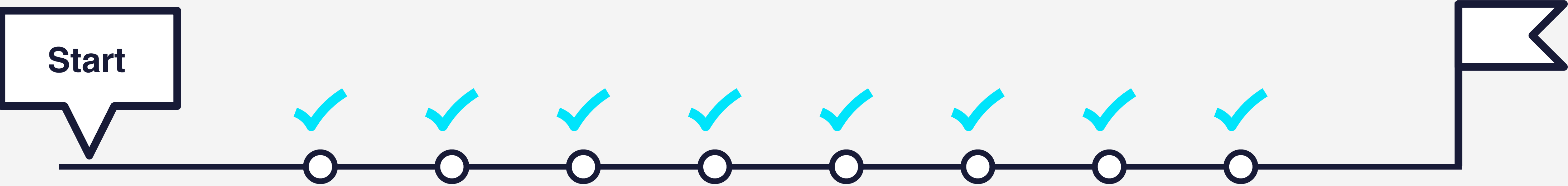
やってみたが、うまくいかないこと。しそこなうこと。やりそこない。しくじり。

## ミス【miss】

失敗すること。過失。

広辞苑 第六版

# “Failure” in the manufacturing mindset



# “Failure” in the manufacturing mindset



วิศวะ

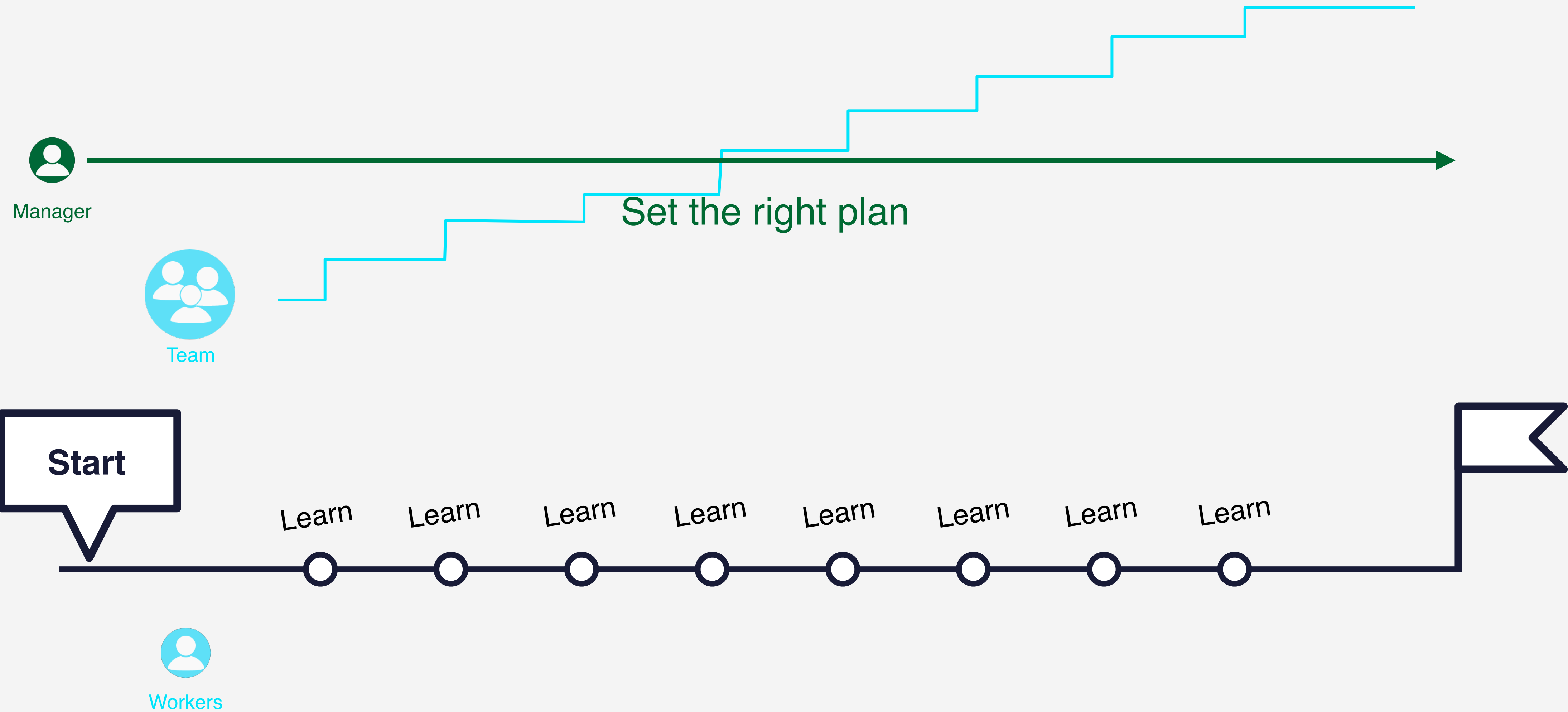
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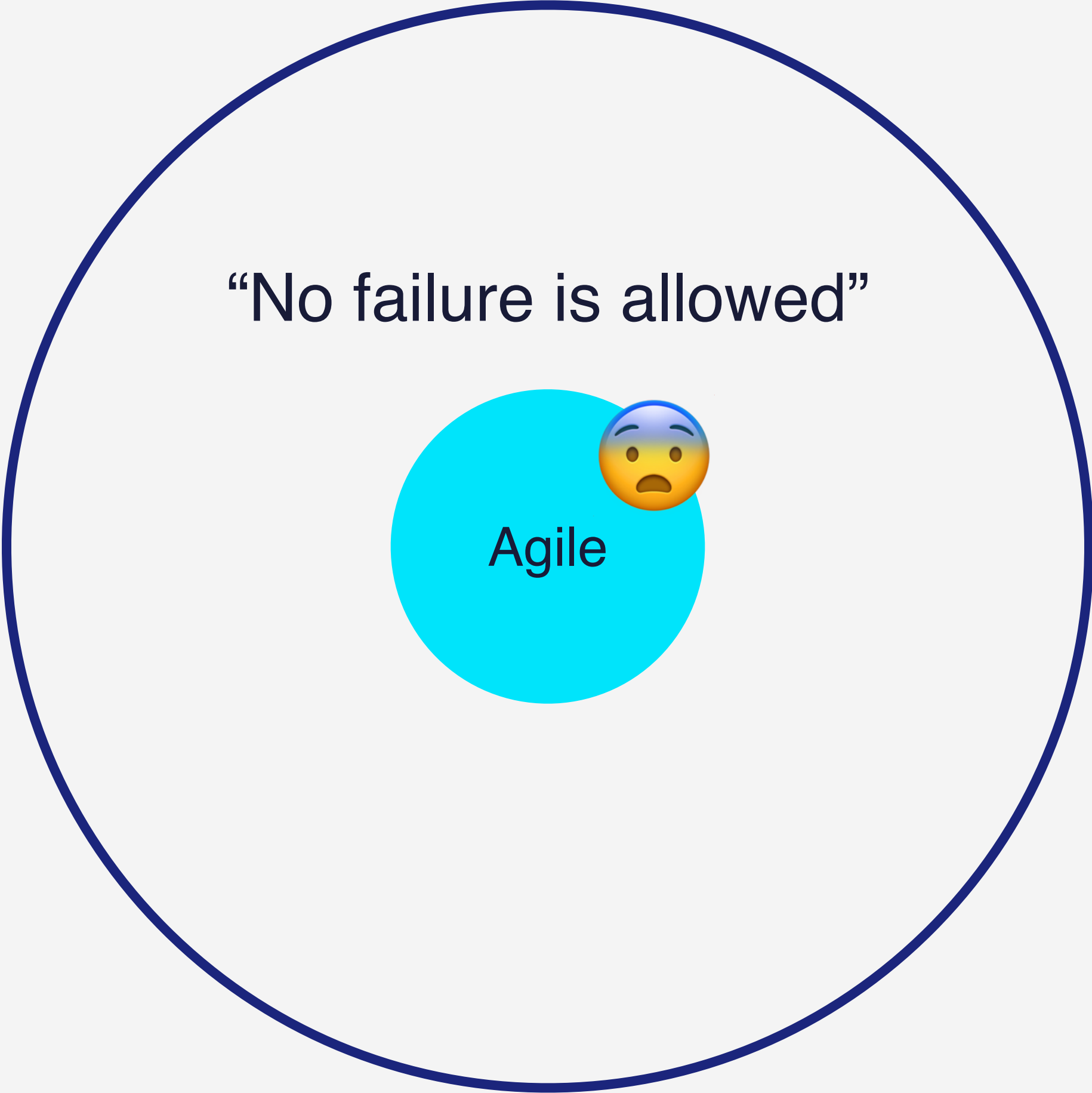




# “Failure” in the Agile mindset



# Misalignment





# Fear 🤔

How fear of failure impacts our creativity



# Different perspectives in a team

Scared of showing my work, but feedback is gold.



Agh...I don't want anyone to point out the errors I might have made.



Learning is necessary, but not in front of my manager...



Don't make any mistakes in front of our customers!



...What's failure?



Have you experienced this before?

# An Agile team has to work in a “We plan, you deliver” mindset

アジャイルなチームが「私たちが計画、あなたたちが実行」の  
マインドセットの中で仕事をしなくてはならない場合

Have you experienced this before?

# Design activity is considered a production work

デザインという活動が、単に製作活動として扱われている場合

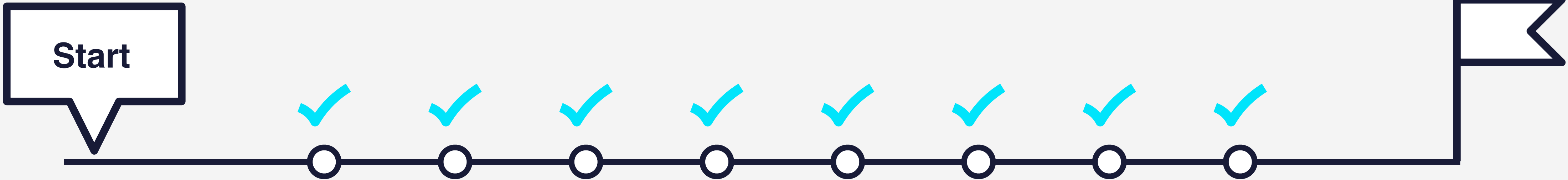


# Fear makes the team play safe

“Saying yes to expectations is safer than risking my self-image.”

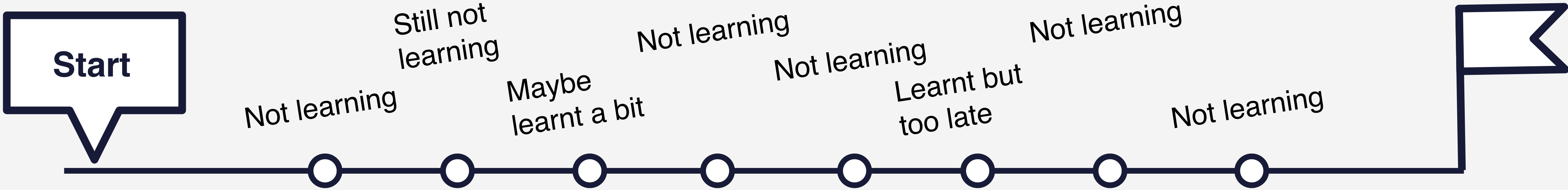


No experiment  
No new challenge  
No iteration



# Fear makes the team play safe

## The reality...



## Real failures

- The product no one wants to use
- The service no one can take care of
- Damages to the world
- No trust in the team                      ...and so on



# Leadership

How we can shift our perspective

# Fearless environment

Three principles from “Fearless Organization” by Amy C. Edmondson



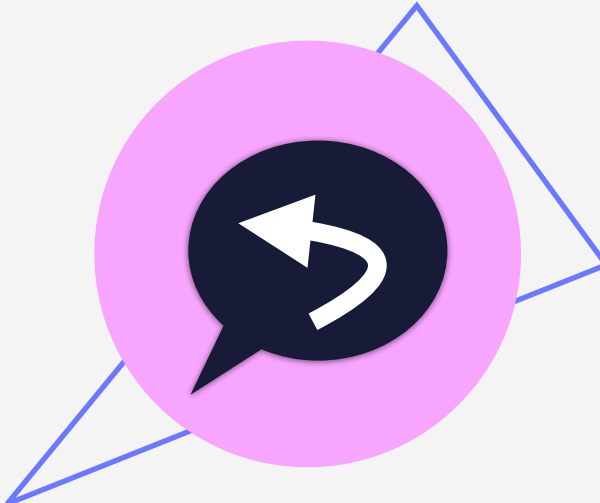
Setting the stage

土台を作る



Inviting participation

参加を求める



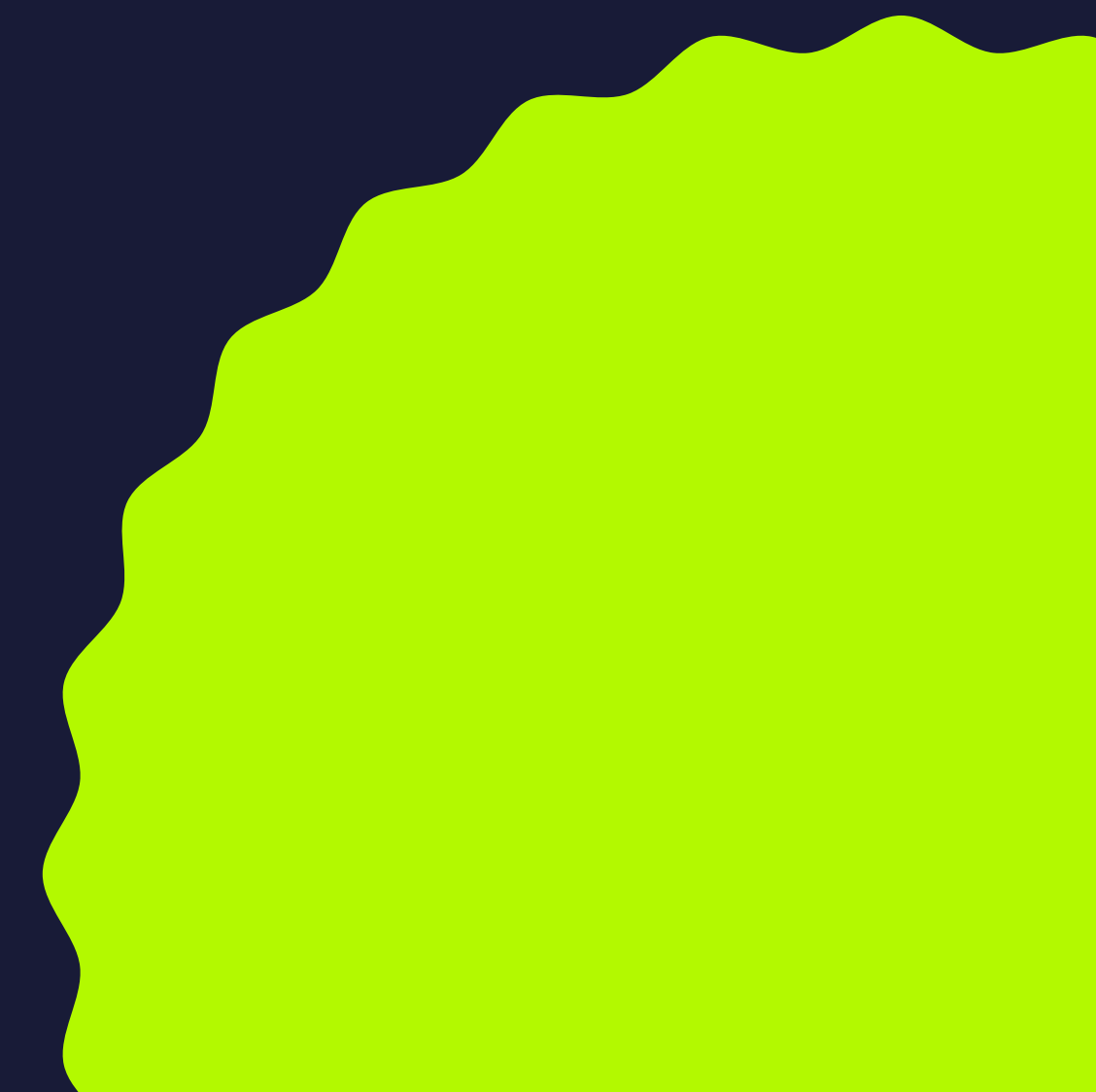
Responding productively

生産的に対応する

Settings the stage: A story

**“Great work! ...now let’s  
try again.”**

「いいね！...じゃ、もう一回やってみよう。」





Setting a stage

# Have we clarified the value of learning when we...

- Assign a design task
- Facilitate a workshop
- Plan a user research
- Discuss a goal of a project

Setting a stage

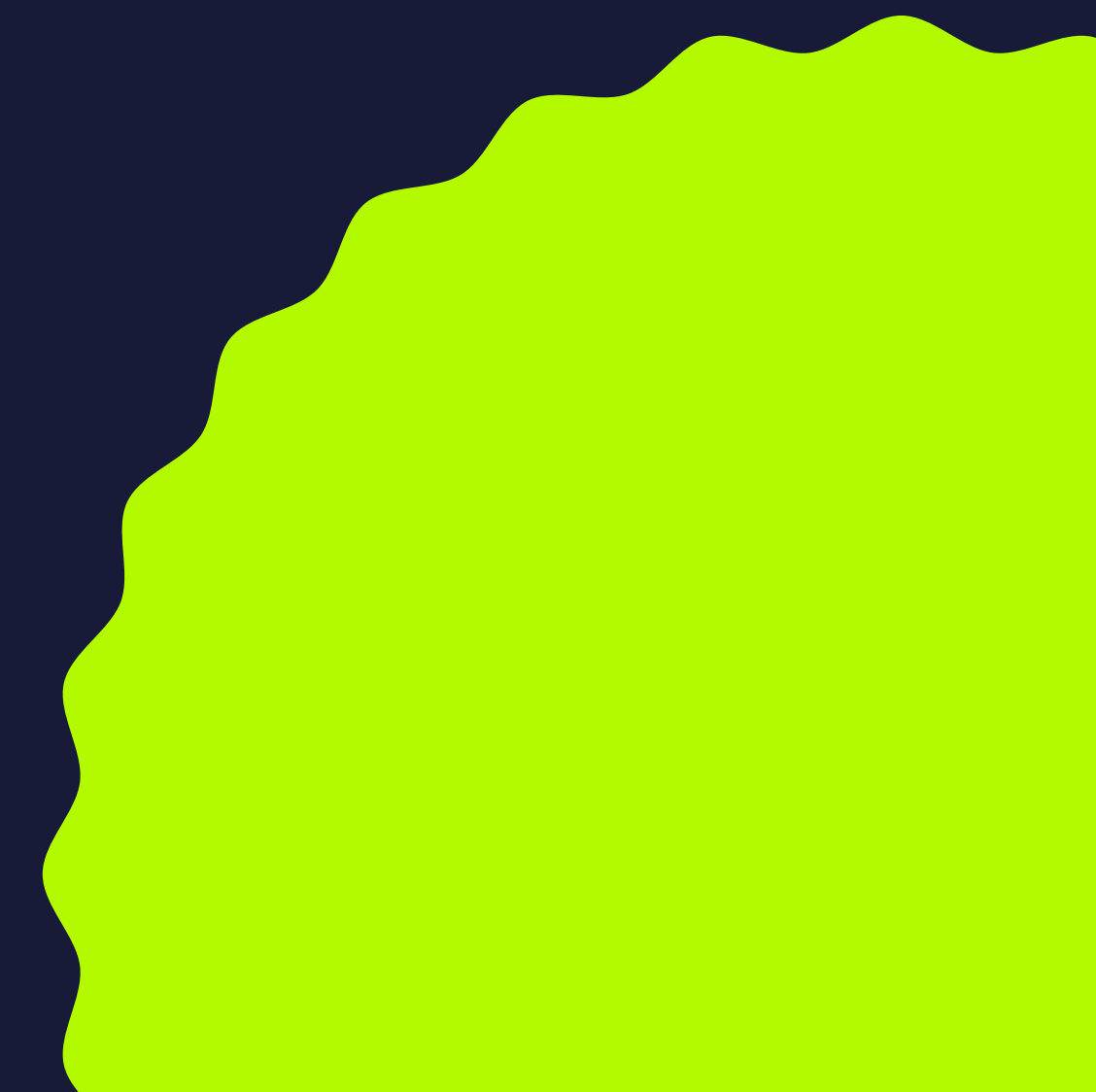
# Have we clarified what actually matters?

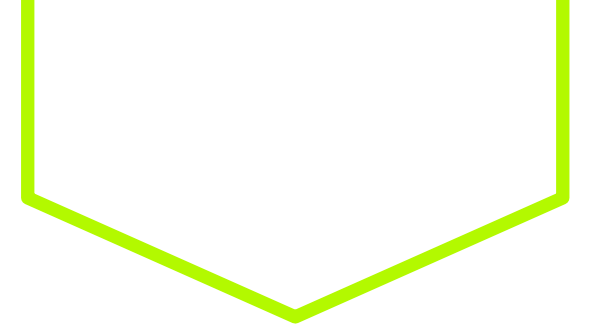
- What is the goal to achieve?
- What is the real failure?

Inviting participation: A story

**“It’s not your personal failure.”**

「個人的な失敗じゃないよ。」





Inviting participation

# Can we make it easier to talk about failure?

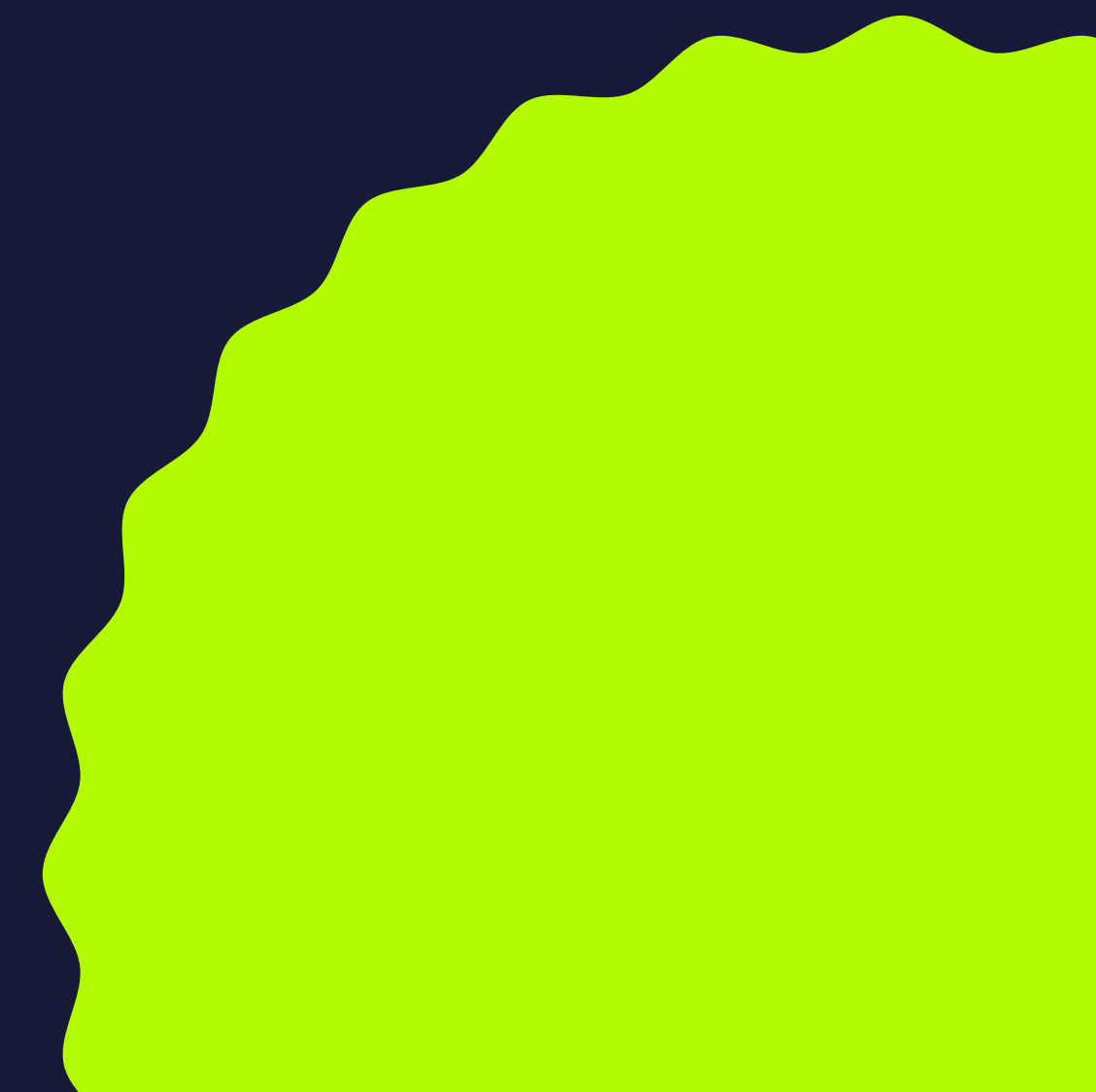
## Learning

- Learn how to send / receive feedback
- “I don’t have the answer.”
- “Your feedback is valuable.”

Responding productively: A story

**“What did you learn from  
the experience?”**

**「この経験から何を学んだ？」**

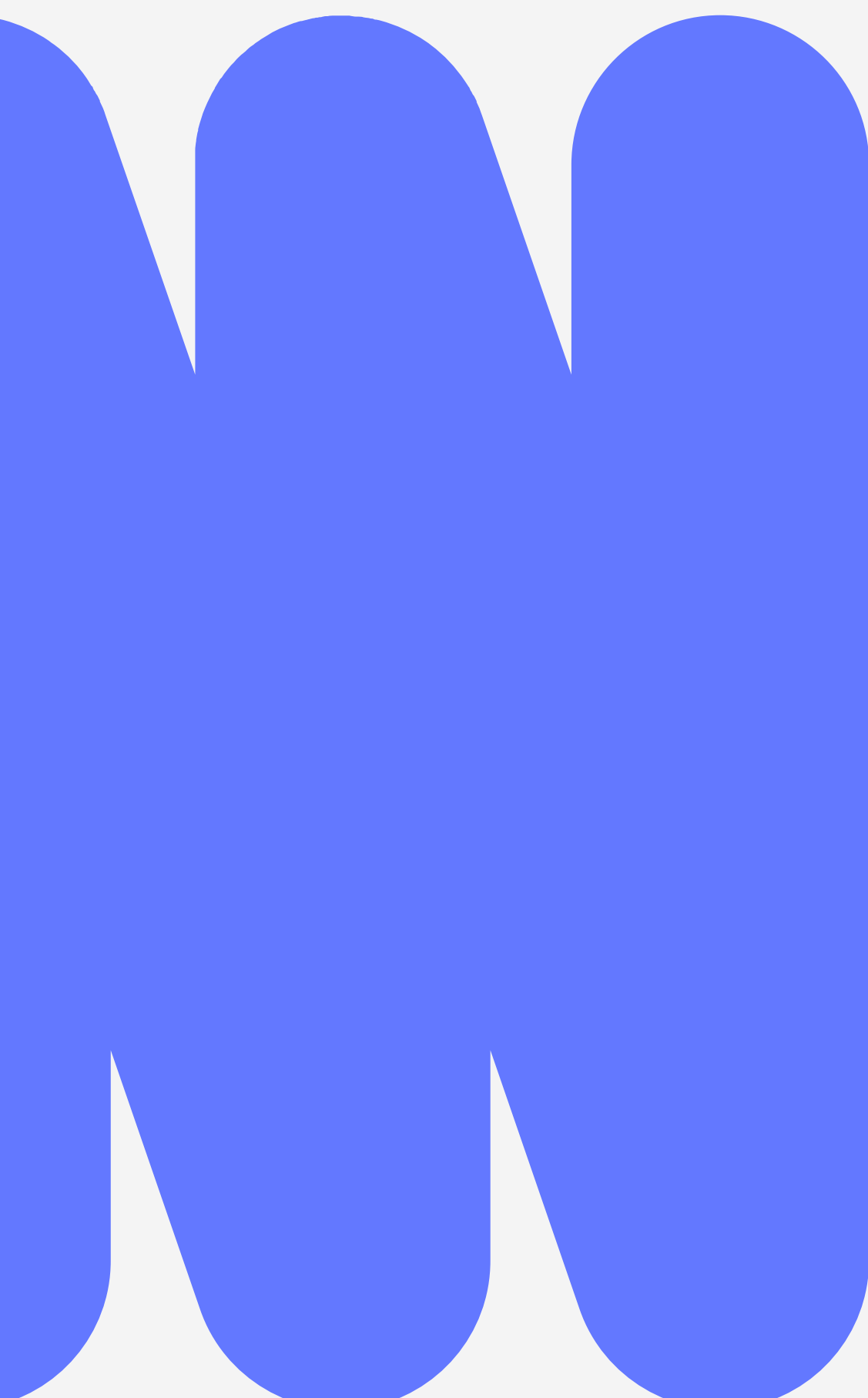


Responding productively

# Do we use the language to shift focus from blame to learning?

- Don't blame
- Talk about improvement
- ...or even better if you turn failures into incentives!  
(like this conference!)

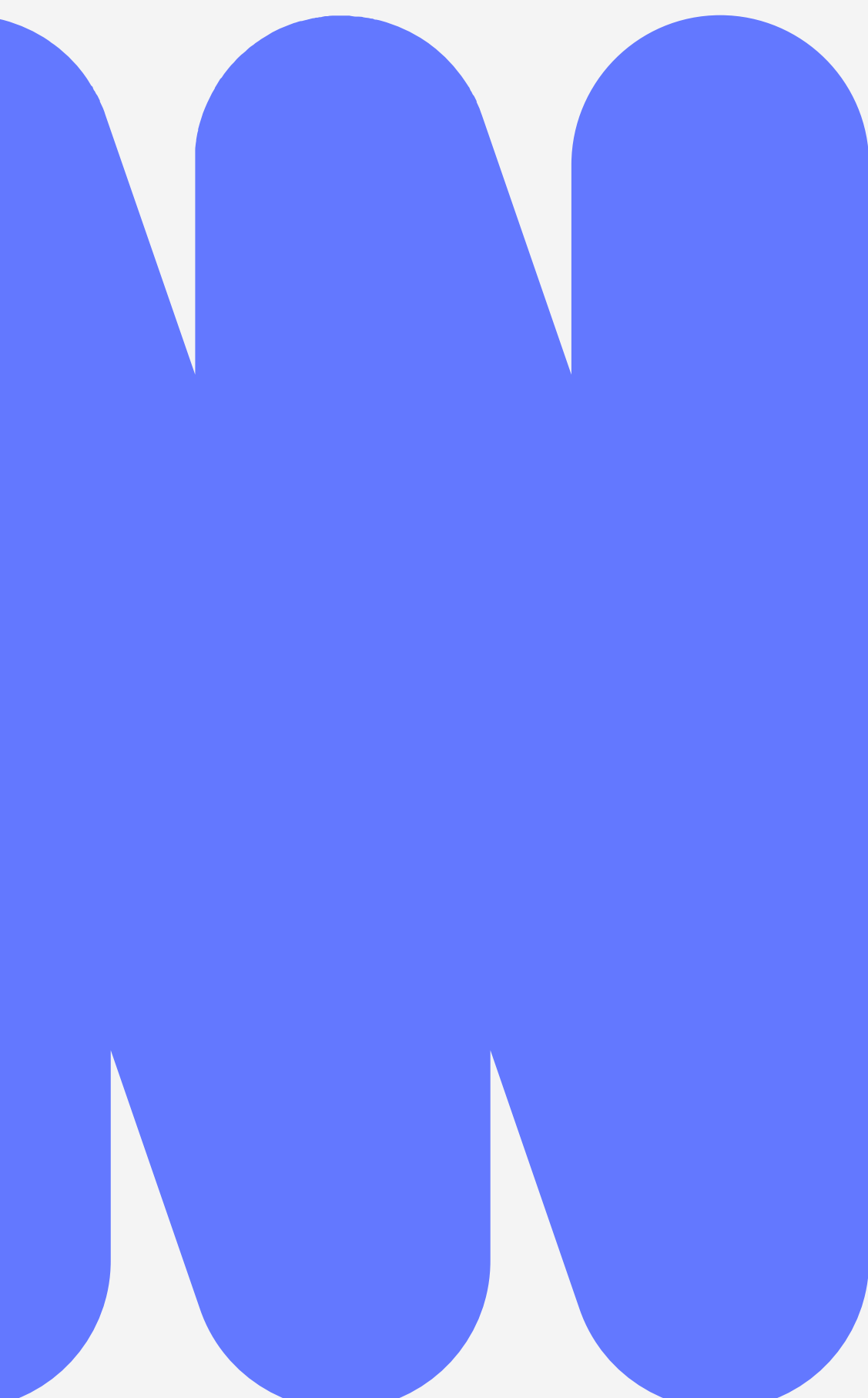




**We are on the journey to **shift our perspective of failure** from one to another.**

私たちは**失敗への見方を変える過程**にあります。





**In the transition, we might face a misalignment of perspectives that could cause fear.**

その変化の途中で、価値観の不揃いから恐れが生まれるかもしれません。



**Small changes in your behaviour in daily life can lead to cultural transformation.**

あなたが日常の中で起こす小さな行動の変化は、やがて大きな文化の変容につながります。

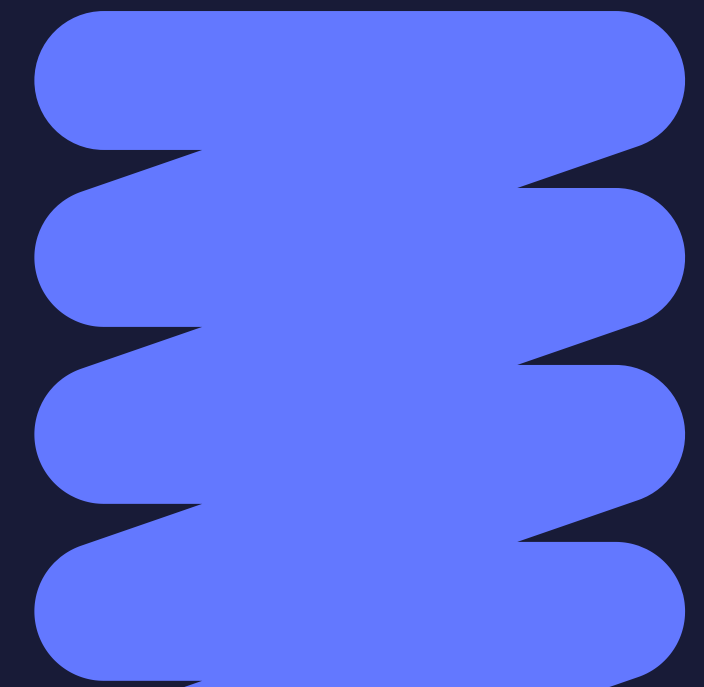


**One more message...**

**もうひとつだけ...**

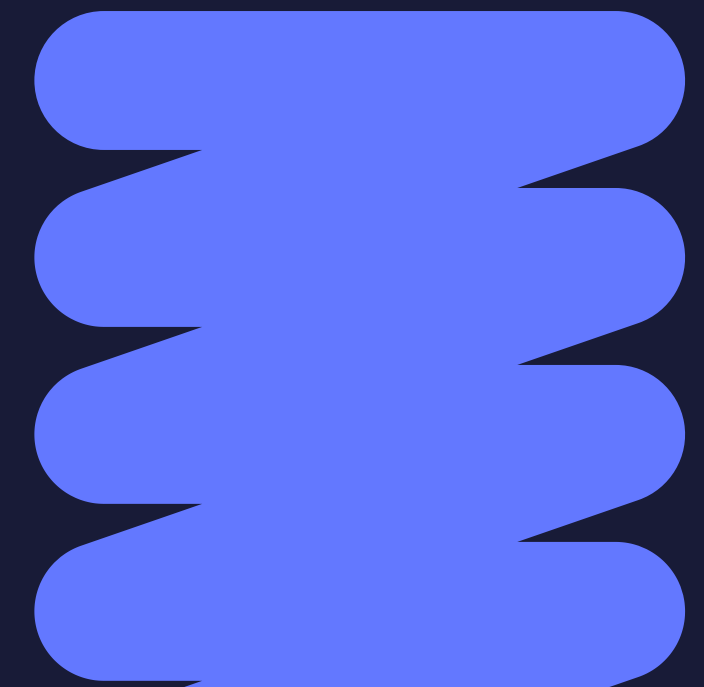
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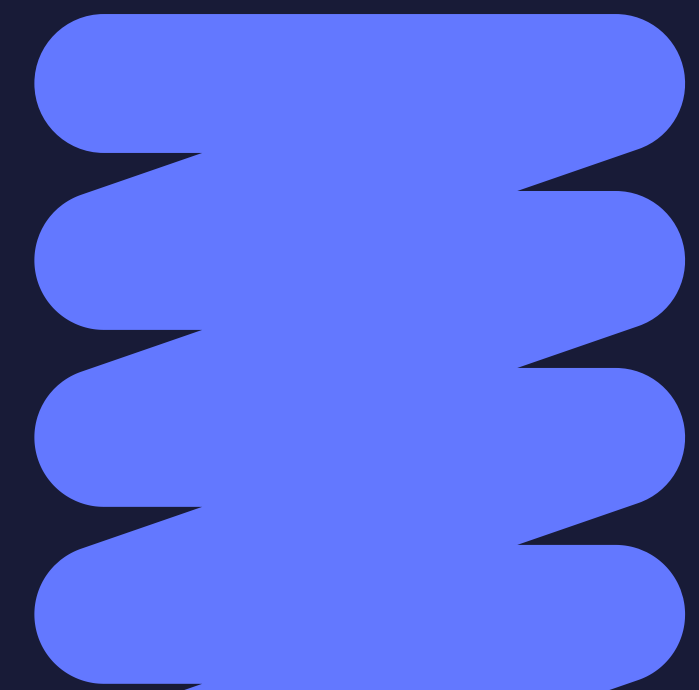
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**Trust = Ability to learn from failures and make things better**

信頼 = 失敗から学んで物事を改善していける力



# Thank you!

**Failures to worry,  
failures not to worry**

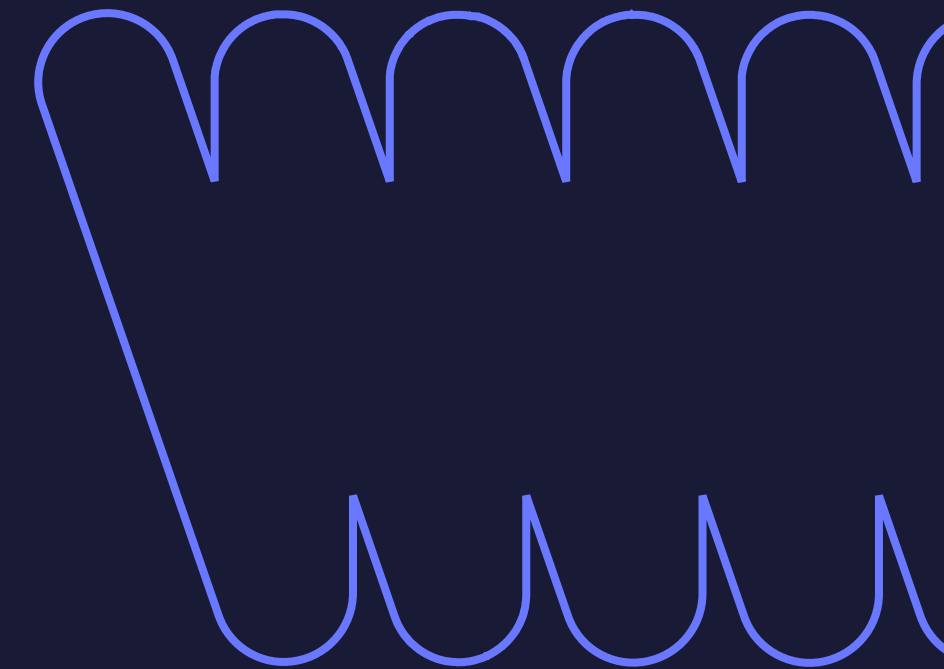
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**お気軽に声をかけてください！**





## Reference / Further reading

- Edmondson, Amy C. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2019.
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