The value of being wrong

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Value
Imagine, Deliver, Share and Optimize

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IT Service Management
Conference & Exhibition

TOPdesk

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TOPdesk

Service management
software & consultancy

14 offices in 11 countries

Almost 1000 employees

Entire company agile, not just
our software development

What are we going to talk about

- Why being wrong is considered failure

- Finding value in what you don't know

- 'Getting it right' over 'being right'

Why 'being wrong' is considered failure

(and why this is wrong ☺)

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What do I mean with 'being wrong'

- Making a mistake (because of various reasons)

- Being unsuccessful at an endeavour, or,

- No longer being successful at something
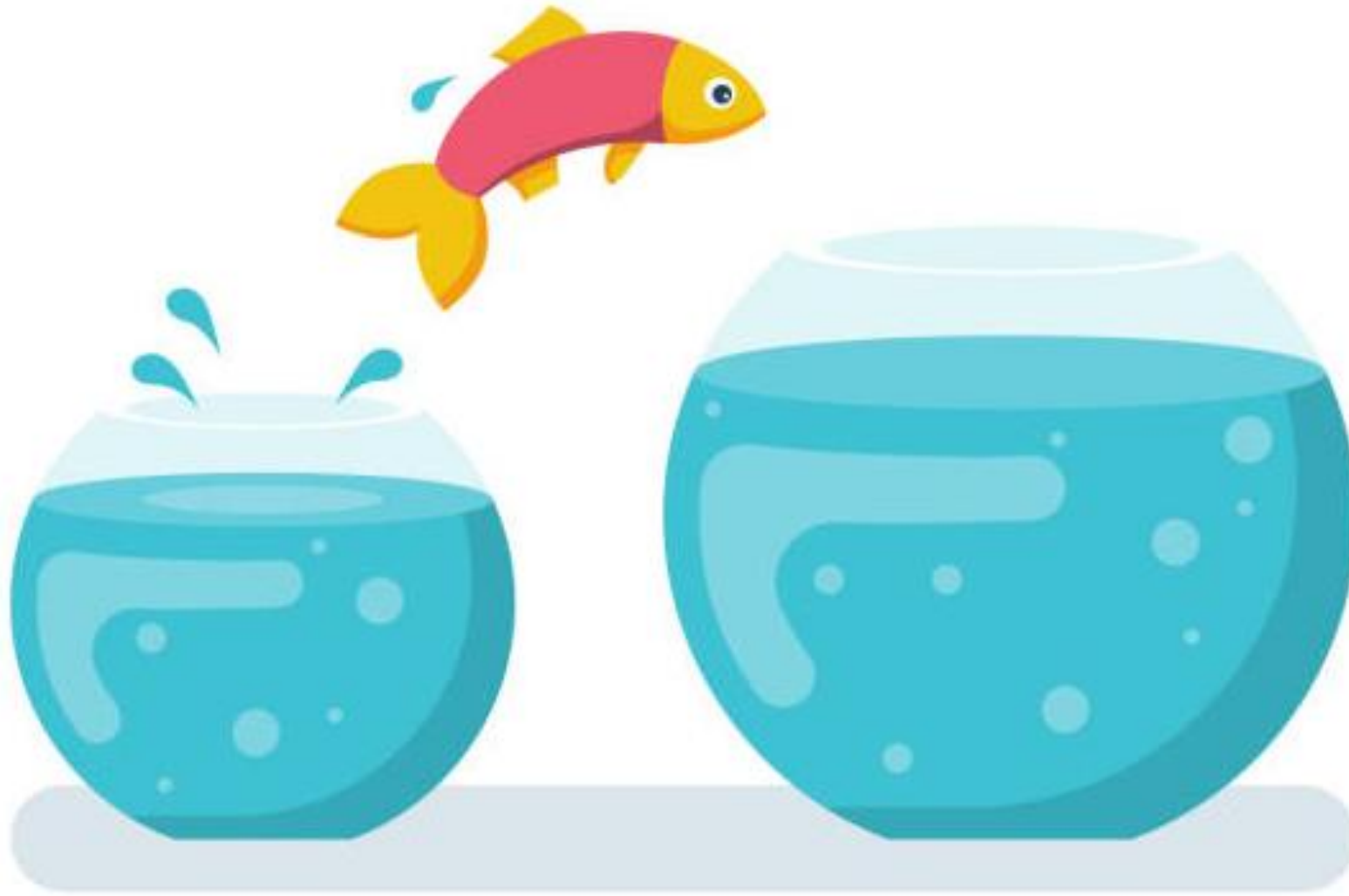
FAILURE!

Association with the word failure?

Let's see if we can look at this label differently

Experimenting leads to growing

Other people being unsuccessful during their journey

- Henry Ford started 2 automobile companies before starting Ford Motor Company

- Michael Jordan has missed more then 9000 shots, lost almost 300 games and missed the winning shot 26 times

- The first Harry Potter book was rejected by 12 major publishing houses in the UK for being too weird

People 'failing' in your own enviroment

My dad went bankrupt 5 times before starting a successful (small) business which he now holds already 30 years

In my teens, I dropped out of 3 schools to finally obtain my Bachelor's and my Master's. And now even started a PhD.

I started as a team lead at TOPdesk to discover I am not traditional manager material.

It is failing? Or is it a stumble?

Ideally, it's always learning

How to accept the fear of failure

DOUBT

- Be mindful to use the words failing and failure separately

- Analyse all potential outcomes (good & bad)

- Uncouple your self-worth from the outcome of your efforts

- Create a resume of failures to truly embrace them

Finding value in what you don't know

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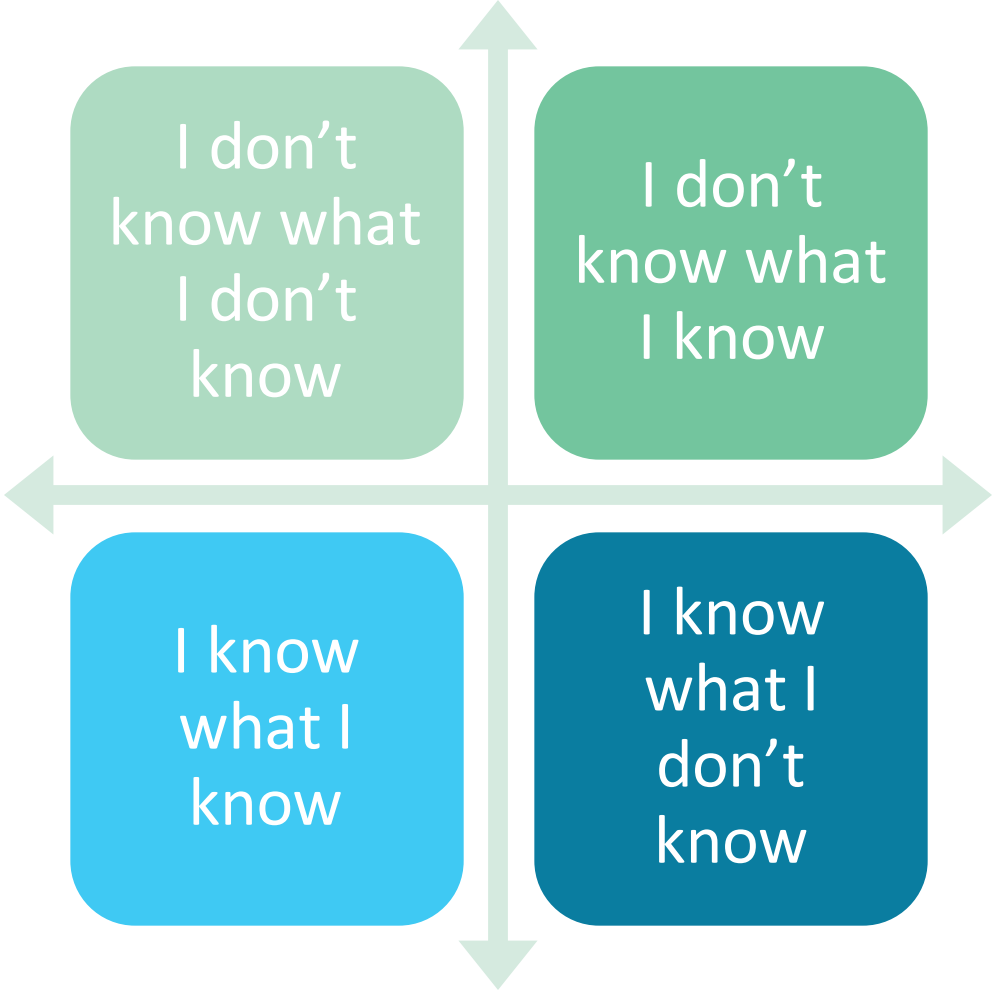
Wisdom is knowing what you don't know.

~ Socrates

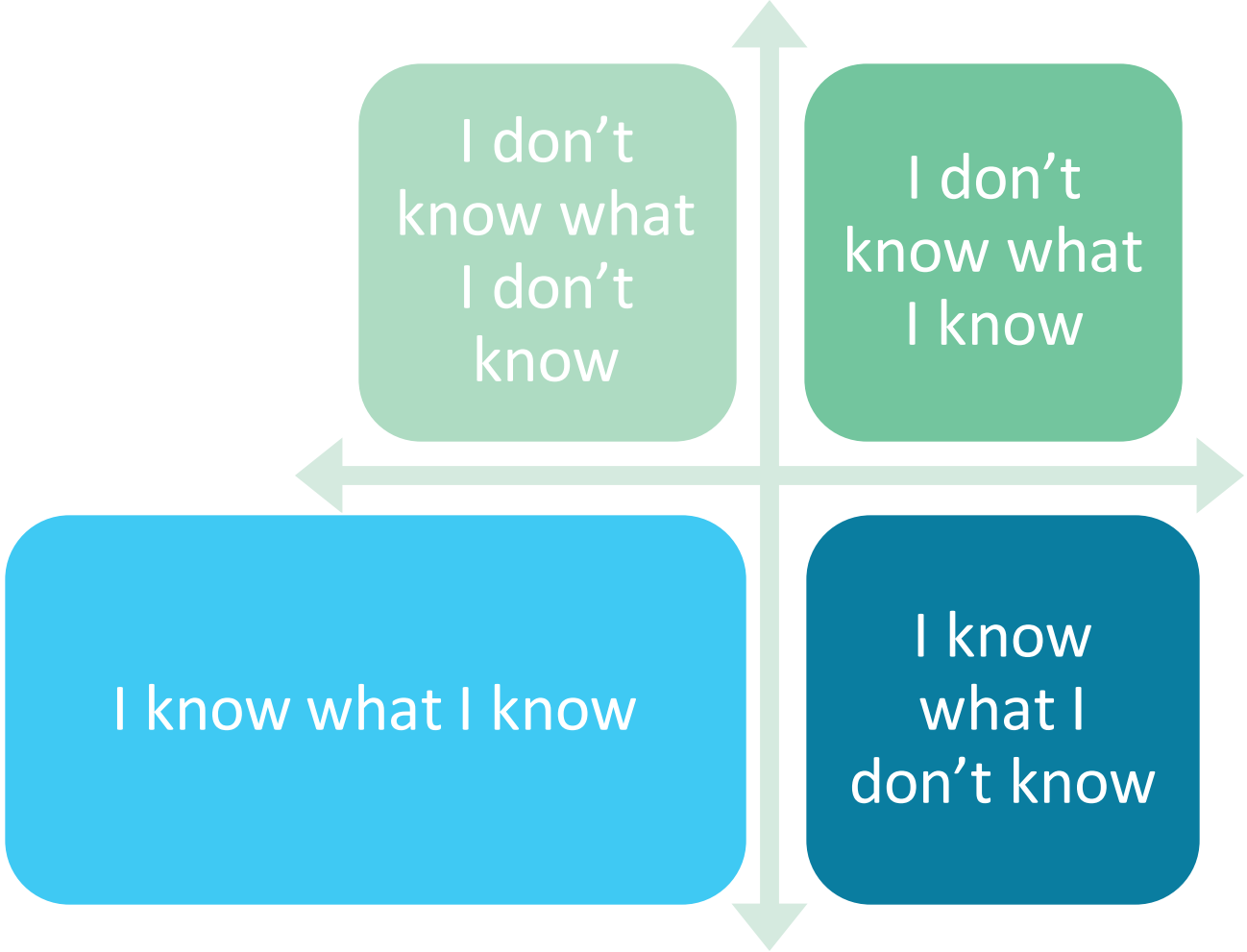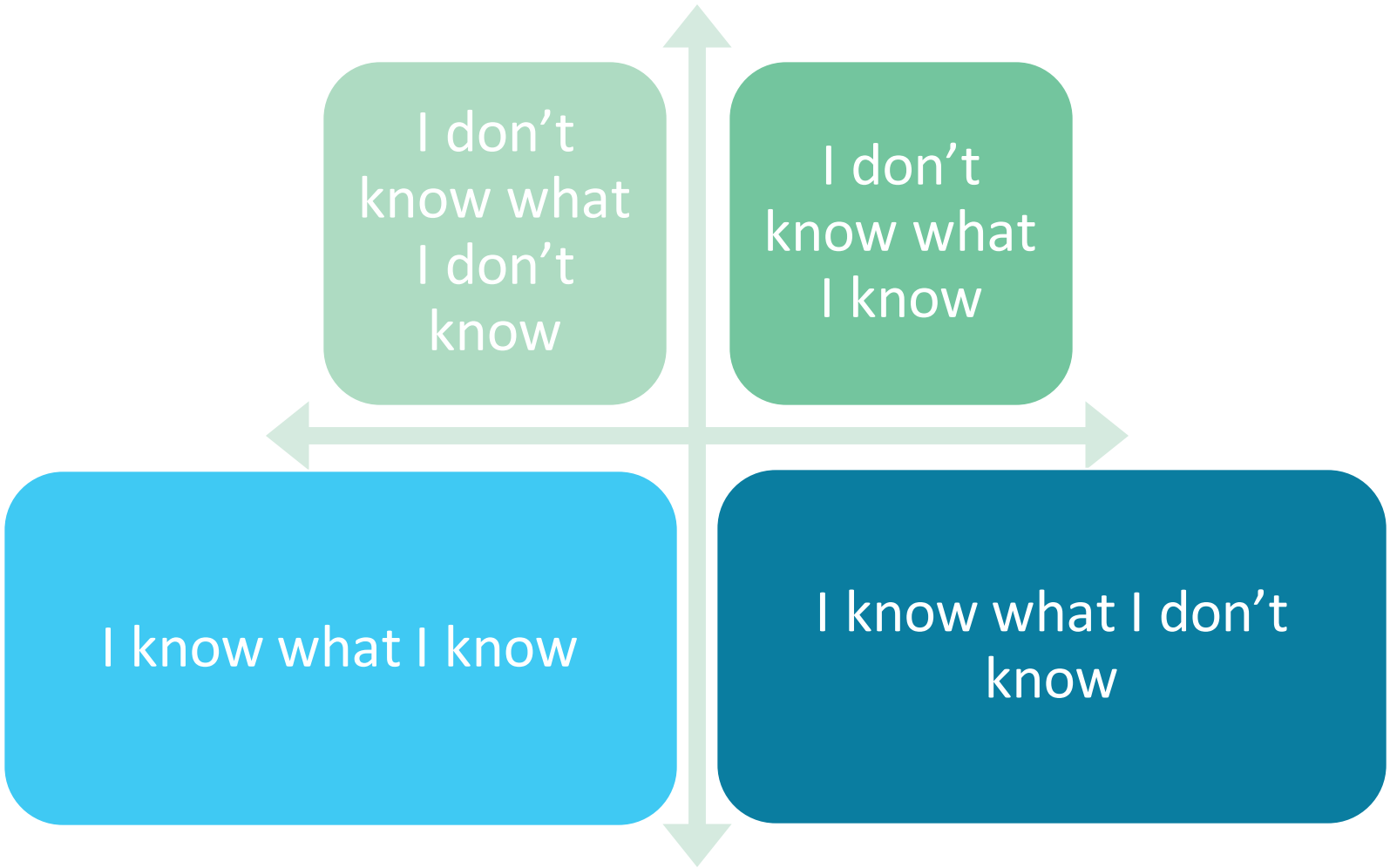# What don't you know?

Identifying knowledge and opportunity for growth
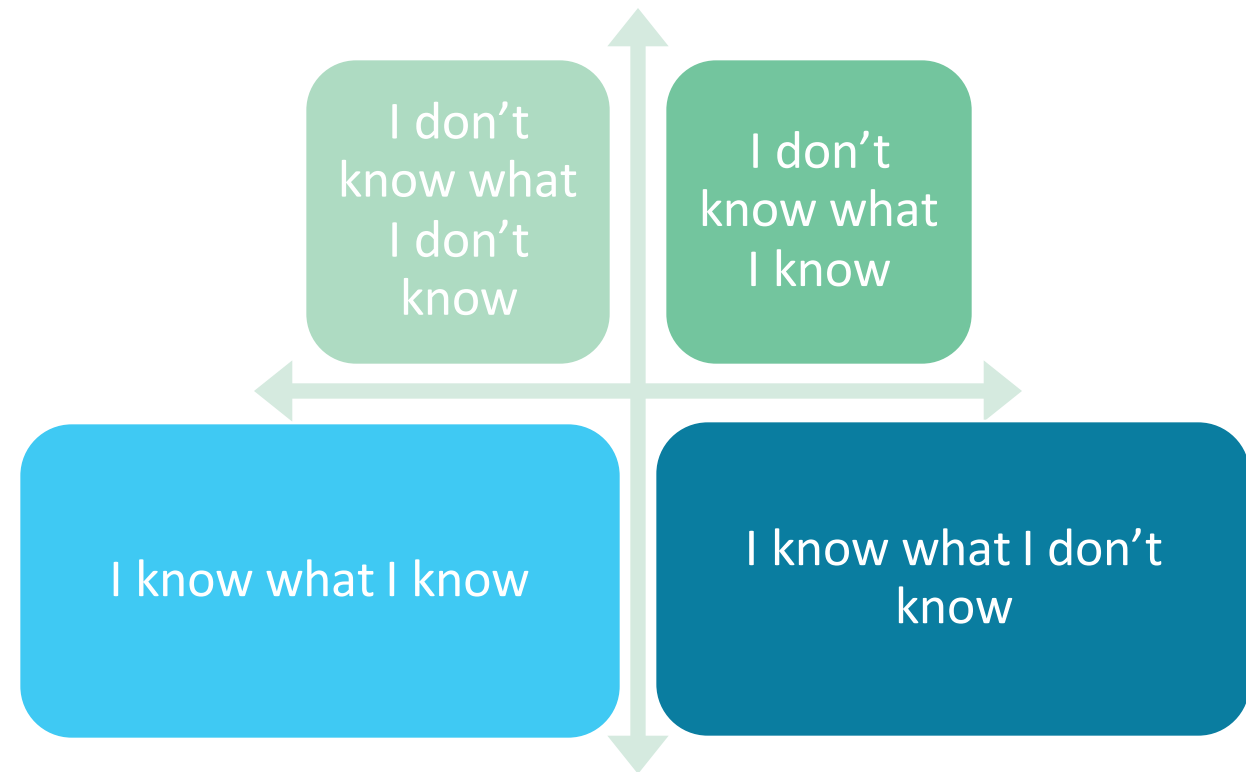
Identifying knowledge and opportunity for growth

I don't know what I don't know

I don't know what I know

I know what I know

I know what I don't know

Identifying knowledge and opportunity for growth

I don't know what I don't know

I don't know what I know

I know what I know

I know what I don't know

Meta-cognition

Knowing what you know, ánd knowing what you don't know

I don't know what I don't know	I don't know what I know
I know what I know	I know what I don't know

How to improve your meta-cognition

- Explain concepts to yourself to identify knowledge gaps

- Engage with others to discuss concepts, even when you (feel you) don't understand it fully

- 5 why's

- Acknowledge you learnt something and express this; it acknowledges the value of others

Showing up like a scientist

- Question your knowledge, opinions and assumptions in light of new knowledge

- Create an environment around you where not knowing and being wrong is encouraged

How to deal with 'know-it-alls'

- Show vulnerability yourself
- Upfront contract to be allowed to challenge assumptions
- Consider your own question-statement ratio
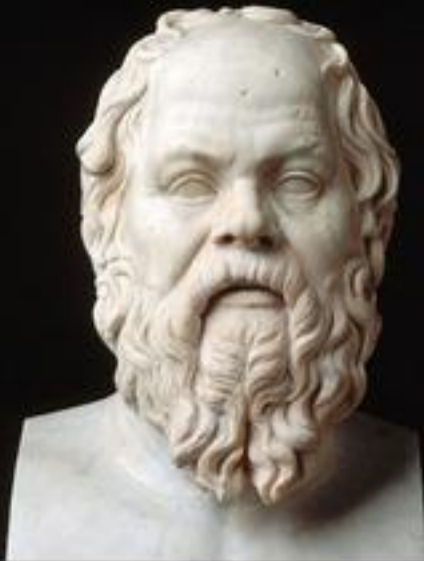- Sometimes, walk away and try again later

Do not:

- Start an argument (and copy their behaviour)
- Throw data and facts in their face

Language to use

- If I put on my … hat, I can make a case…

- Can you explain to me as if I was …

- Be mindful in using the words think, believe, know

- If 'why' feels aggressive, use 'how'

DOUBT

Wisdom is knowing what you don't know.

~ Socrates

'Getting it right' over 'being right'

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.
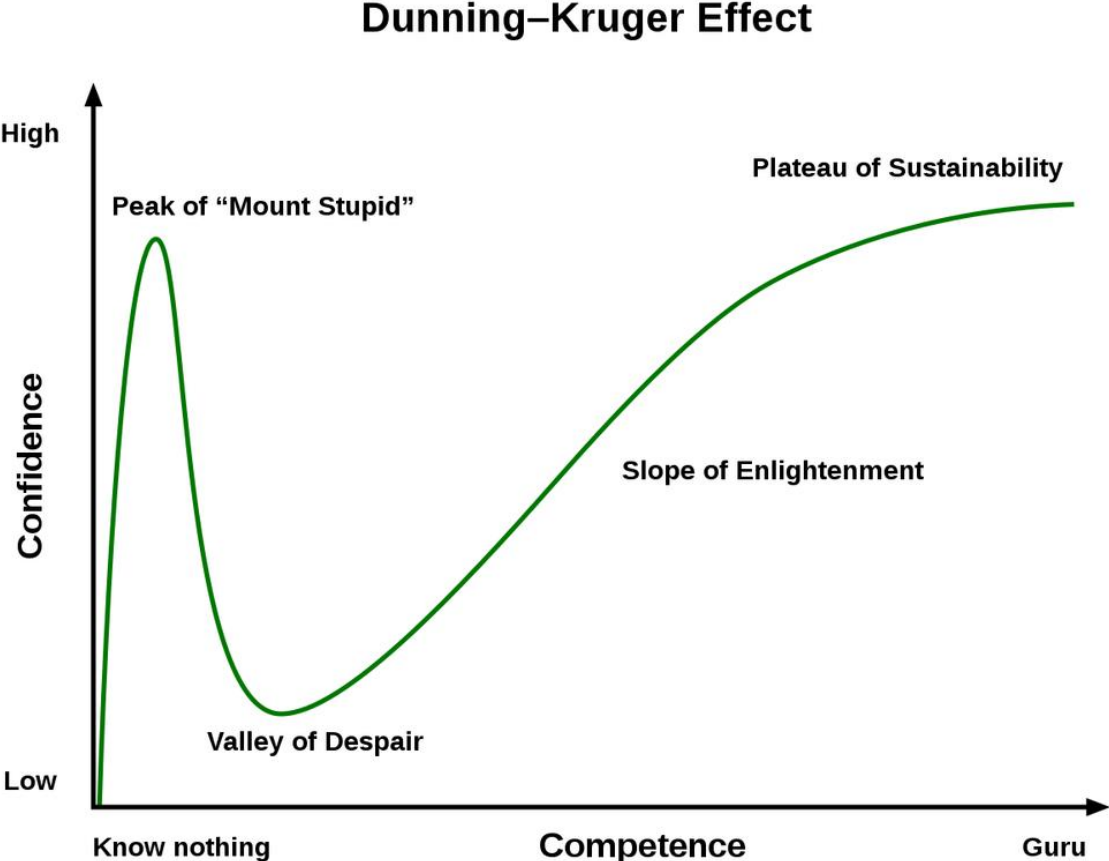
I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM NOT HERE TO BE RIGHT.

I AM HERE TO GET IT RIGHT.

Brené Brown

Dunning-Kruger effect

Dunning–Kruger Effect

Having too much knowledge: Cognitive entrenchement

- Assumptions are taken for granted

- In changing circumstances, internalized

- strategies fail

Experts are super valuable, but embrace the new people in the team too

Learning, un-learning & relearning

- Traditionally we focus on **learning** (only)

- (Rapid) **unlearning** is already a crucial skill

- Being mindful of what you have to **re-learn**

What could I have done differently to…

Ways to un-learn or re-learn

- Seek additive knowledge to modify old knowledge

- Be aware of confirmation-bias

- Ask more questions

- Challenge your assumptions

- Discuss what you know with others that have different experiences and/or values

- Consult with your future self

Train yourself to rethink

- Consider you might be stuck on Mount Stupid when you are totally confident

- Think of all the questions you can ask, rather than answers you might have

- Make validation of your answers and assumptions a habit

- Don't be afraid of (constructive) conflict (treat it as a debate)

- Schedule time (and brain capacity) for it!

DOUBT

What was relevant yesterday, might not be tomorrow
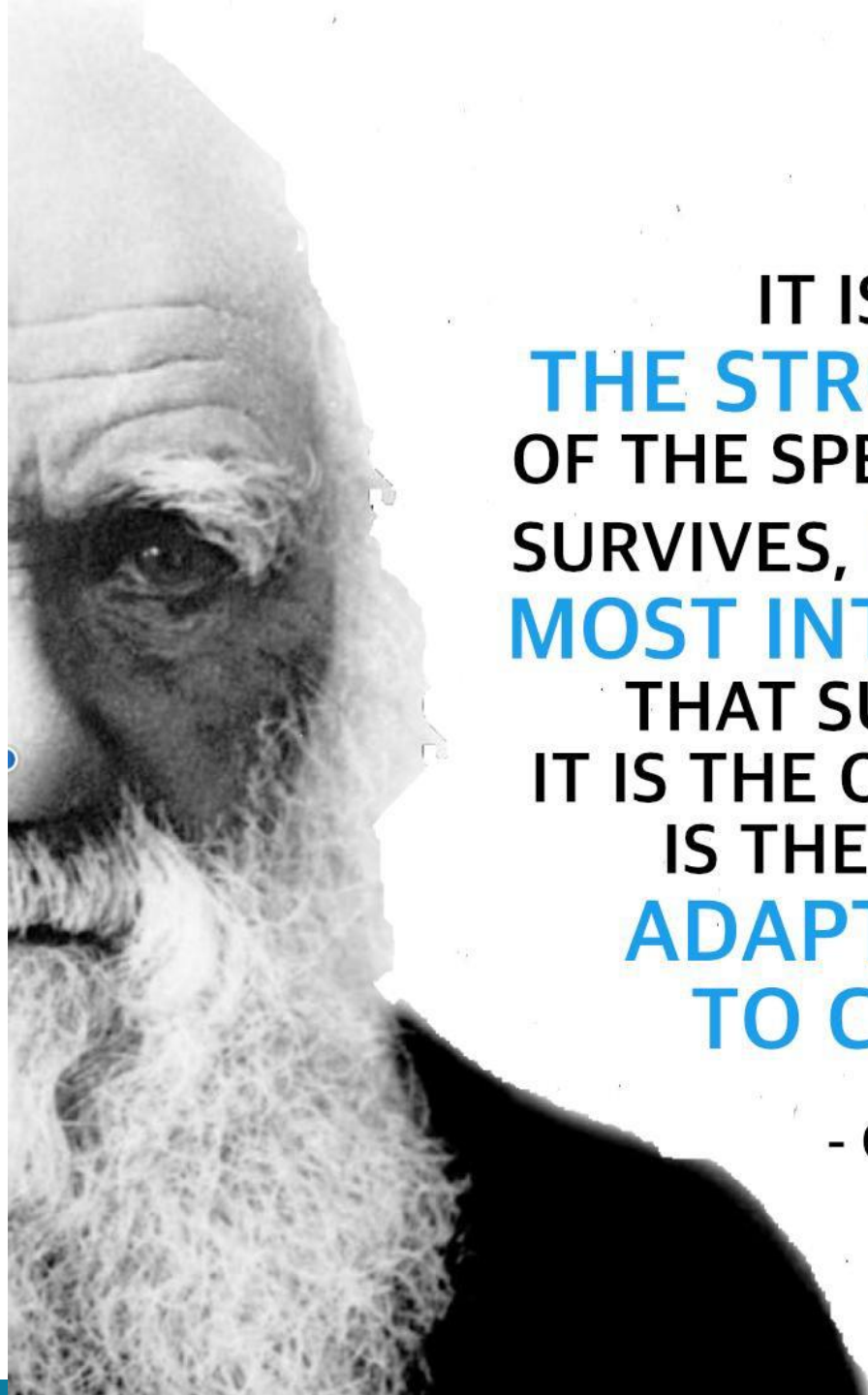
IT IS NOT **THE STRONGEST** OF THE SPECIES THAT SURVIVES, **NOR THE MOST INTELLIGENT** THAT SURVIVES. IT IS THE ONE THAT IS THE MOST **ADAPTABLE TO CHANGE**

- CHARLES DARWIN

Wrapping up

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'Being wrong' helps us to

- embrace the new and unknown

- see every potential outcome as value

- see failure in a less anxious way

- improve not only our own metacognition but potentially others improving theirs as well

- keep learning, unlearning and relearning

The quicker you are to recognize when you're wrong, the less wrong you become.

Want to learn more?

- Podcasts (like Hidden Brain, Design Better, Lead from the Heart, Simon Sinek, Brene Brown, Adam Grant)

- Think again by Adam Grant

- Being wrong by Katryn Schultz

- Backable by Suneel Gupta

- Grit by Angela Duckworth

- Infinite Game by Simon Sinek

- Radical curiosity by Ken Dytchwald

- Good to great by Jim Collins

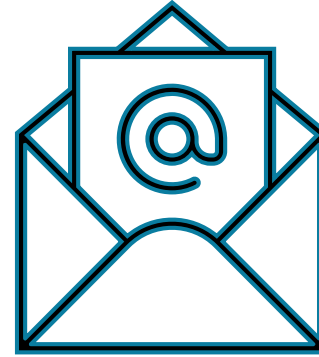- What got you here won't get you there by Marshall Goldsmith

Other suggestions you might have?
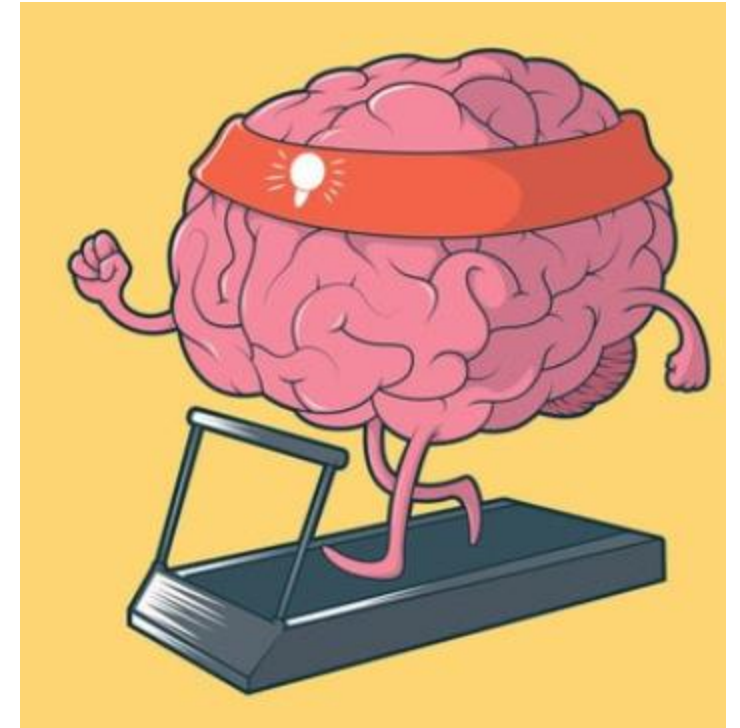
What do you take away from this session?

Thank you for joining!

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