

# Learning from Failure in NFPs

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# Acknowledgement of Country





**Success is good actually**

# Learning from success

**Motivated**


To keep on keeping on

**Efficient**

Continuously improving

**Focused**

(and Funded)

A photograph of a forest path covered in fallen leaves, with trees in the background. A dark grey rectangular box is overlaid on the image, containing white text.

# **An overemphasis on success breeds complacency and overconfidence**

Catalano et al. (2018)



(c) 2012 Rex Features.

**Failure tells us more about  
causation than success**

Catalano et al. (2018)

# We don't talk about failure



4 to 1

Reports on conservation  
successes vs failures  
(Catalano et al. 2019 )

**JUST DO IT.**

**How did I do it?**



# How I did it

1

## Frame the session

To hit the key points

2

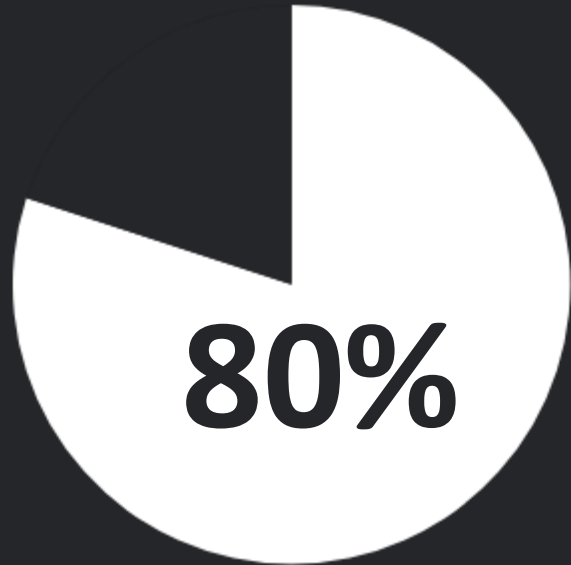
## Coach the teams

to tease out their insights

3

## Plan for reflection

Make sure data collection is in place



**69 staff attended**

# Invite some VIPs

Leadership have a special role in  
setting the tone



# Make people feel safe

Psychological safety makes the experience  
more authentic



# Have fun

“Best discussion I’ve been in across all my time in WWF - international and AUS”



A photograph of a forest path covered in fallen leaves, with a dark grey rectangular overlay in the center. The text "Then why is it a failure?" is written in white, bold, sans-serif font on the overlay.

**Then why is it a failure?**



**I don't want to  
do it again**

Tired cynical MEL professional



# Change is hard

For everyone



**Reading the landscape**

# Planting seeds

Not all seeds become trees but all  
seeds create connections



STILL

**JUST DO IT.**