MODULE OVERVIEW

When past failures hold you back: Make peace, try again

Adaptive module | ~20 min

Work expects everyone to be bold, experiment, and take initiative, but without an explicit right to make mistakes, team members censor themselves and the best ideas die before they are voiced. Before the lesson to be learned comes the failure people haven't come to terms with, the one that silently sabotages risk-taking: this module starts there, then provides tools to debrief with the five whys and the after-action review.

LEARNING OBJECTIVES

01 Recognize how a failure you haven't accepted silently sabotages each new risk you take.

02 Make peace with a past failure in four steps, from putting it into words calmly to kindness toward yourself.

03 Turn a setback into learning with Toyota's five whys and the four-question after-action review.

04 Foster the right to make mistakes: share your own failures and celebrate attempts as much as successes.

WHO IT'S FOR

Anyone who wants to move forward again after a painful setback, and managers who want bold teams.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Five whys method (Toyota Production System, popularized by Taiichi Ohno)
- Afthonios method for making peace with the past, in 4 steps
- After-action review (US Army)
- "Fail fast, fail forward" (Google X / X Development)

SOURCES & REFERENCES

- Toyota, Toyota Production System: the five whys method, popularized by Taiichi Ohno
- Google X (X Development): the "fail fast, fail forward" principle, popularized by its founder Astro Teller
- US Army: after-action review, a structured debriefing practice built on 4 questions, widely adopted outside the military
- Albert Bandura (1977) – self-efficacy and mastery experiences

Module created by Afthonios.com.

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