

# HIRING SUCCESS

# F#@! Up JAM



**Dominik Hahn**

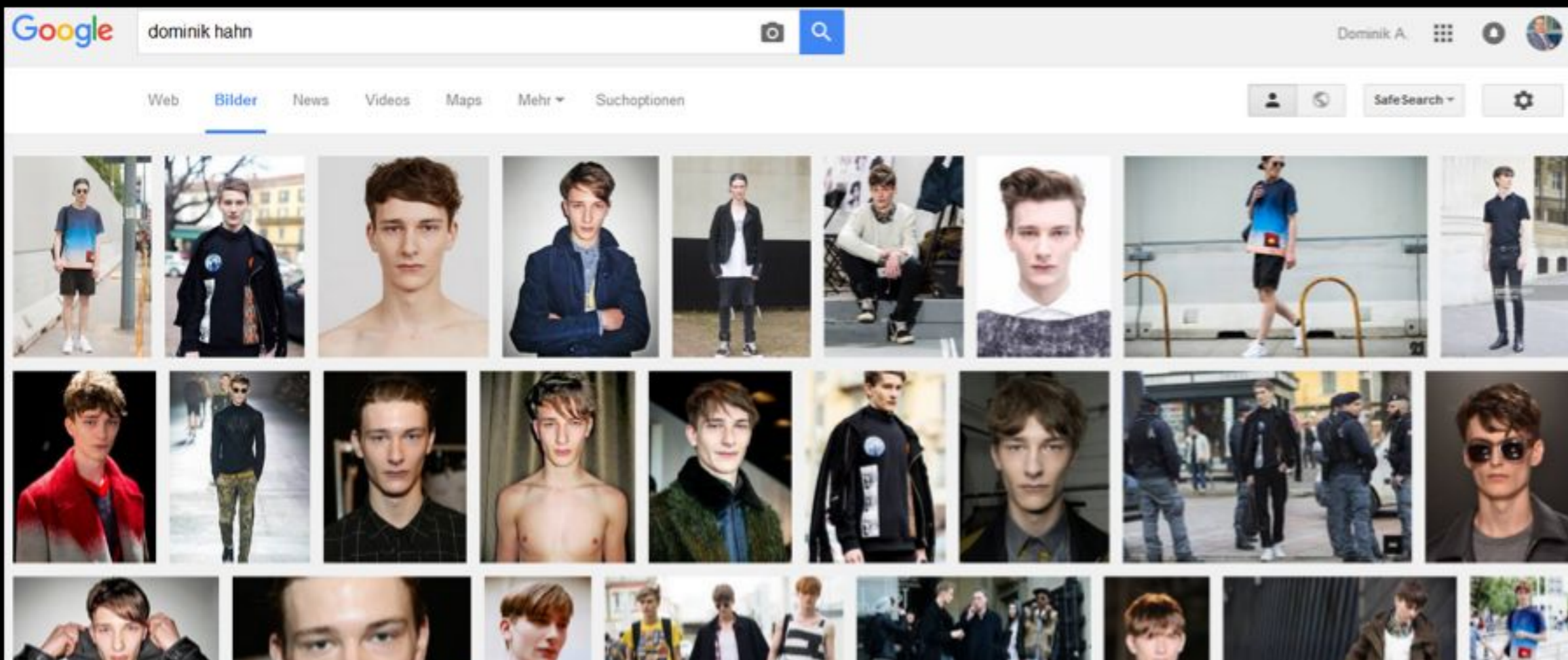
Head of People and Culture

Konux

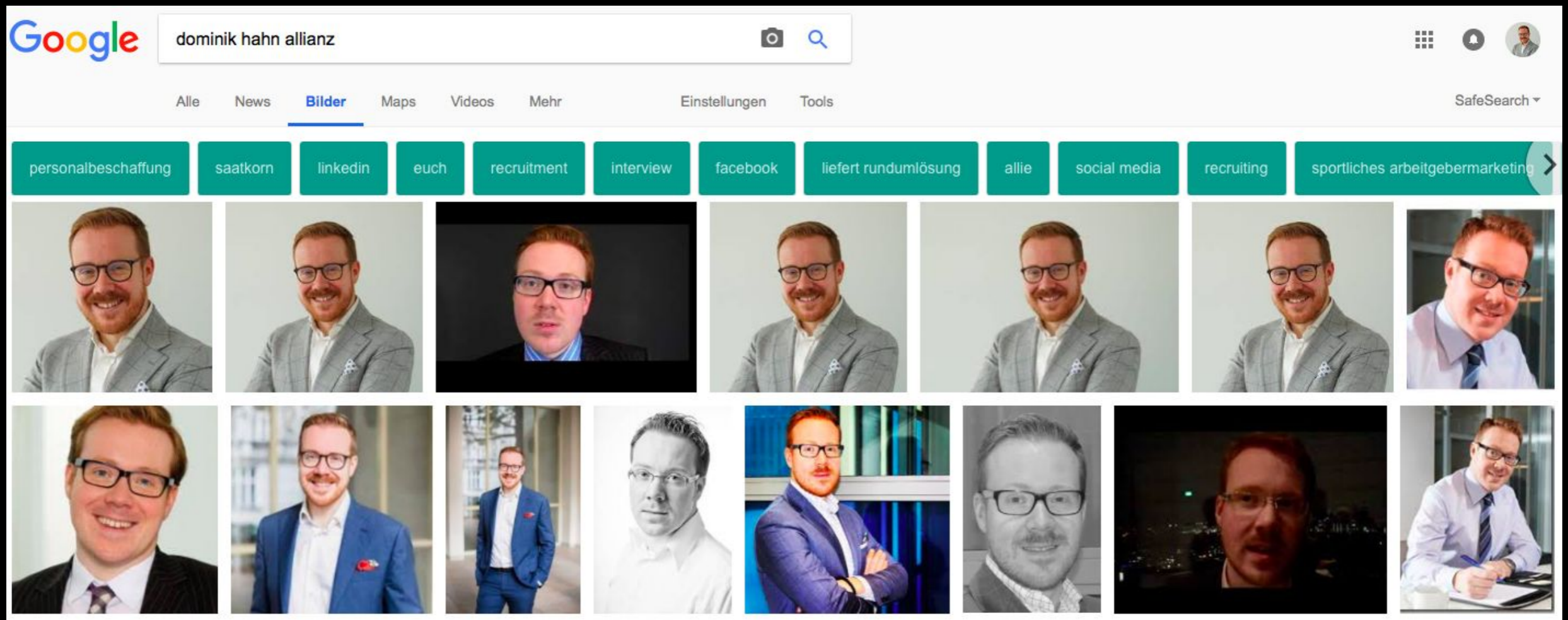
**CAUTION!**

Before we start:

You will share **own failure cases** today!



Sorry ...





- M.A. in Media & Communication Sciences
- 2010-2019 – Allianz Group
- Since 08/2019 – KONUX,  
Head of People & Culture
- Founder of **HR Failure Night** event series

# The past, present & future is full of Failure (K)nights



# HR Failure Night in numbers



Participants so far



Female / Male split



# of large corps vs. SME



# HR Failure Night in people

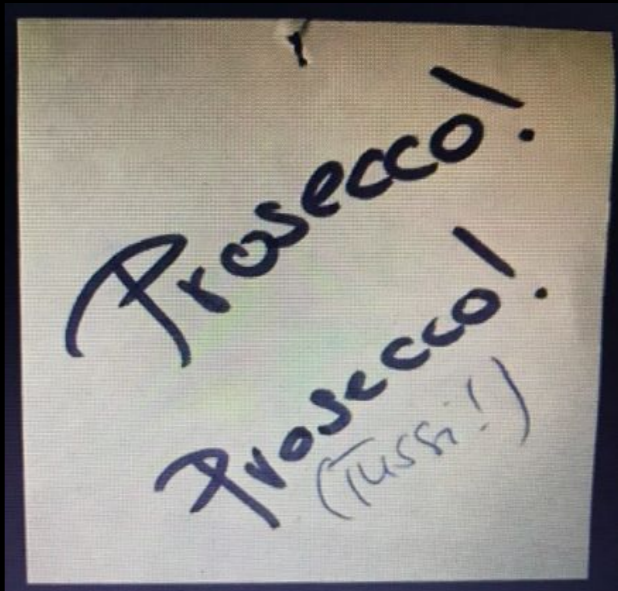


# HR Failure Night in fails

1.



2.

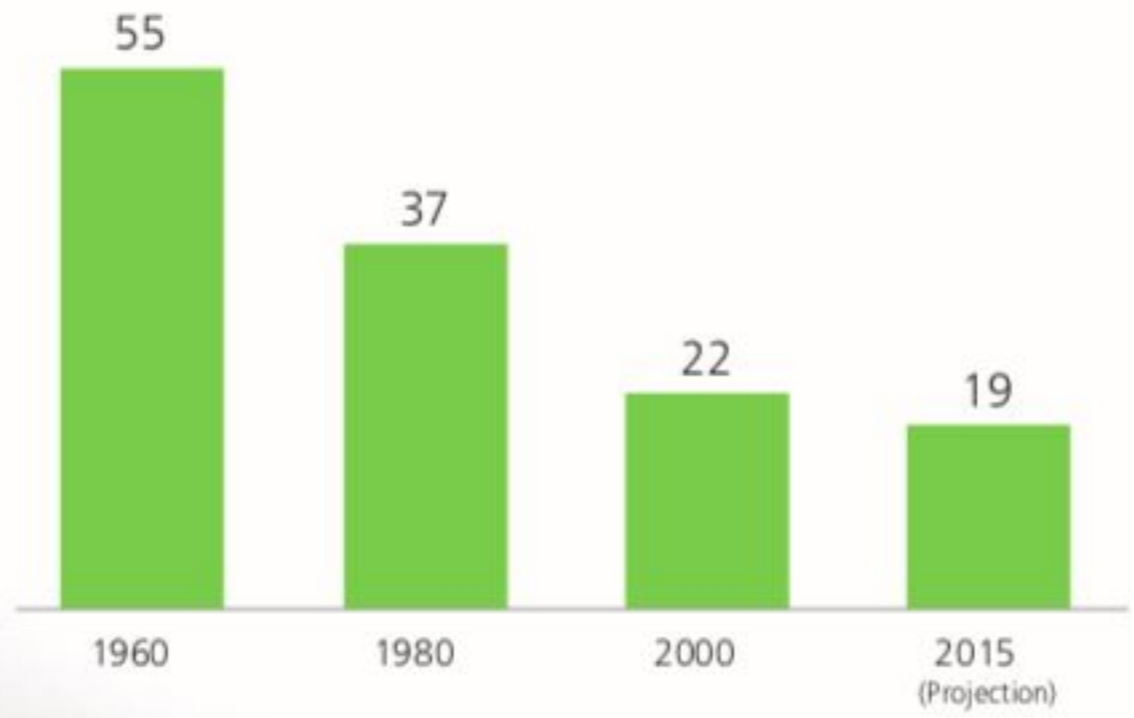


# F#@! Up JAM

Admit, don't hide –  
how a noble failure culture boosts innovation

88% of Fortune 500  
companies in 1955  
are no longer  
present in 2015

Average company lifespan on Standard & Poor's 500  
Index (in years)



Source: [https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship\\_Whitepaper\\_English.pdf](https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship_Whitepaper_English.pdf)

We are forced to  
**innovate.**

„If you don't  
cannibalize yourself,  
someone else will.“

Steve Jobs

## How to kill your company?

1. **M&A** – Buy external disruption
2. **Familiarity trap** – Ask consulting firms
3. **Intrapreneurship** – use your own employees

# Effects of intrapreneurship

## Products

- Accelerates time-to-market
- Achieves competitive advantage

## P&L

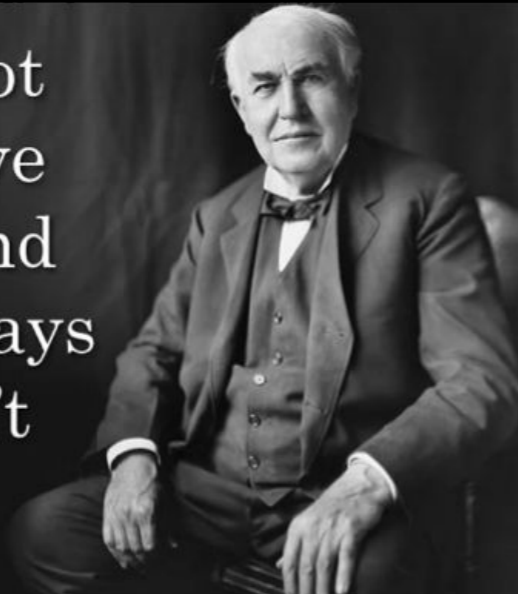
- Increases revenues
- Increases profits

## Human Capital

- Promotes talents (ownership, trust)
- Strengthens corporate culture



I Have Not  
Failed, I've  
Just Found  
10,000 Ways  
that Won't  
Work.

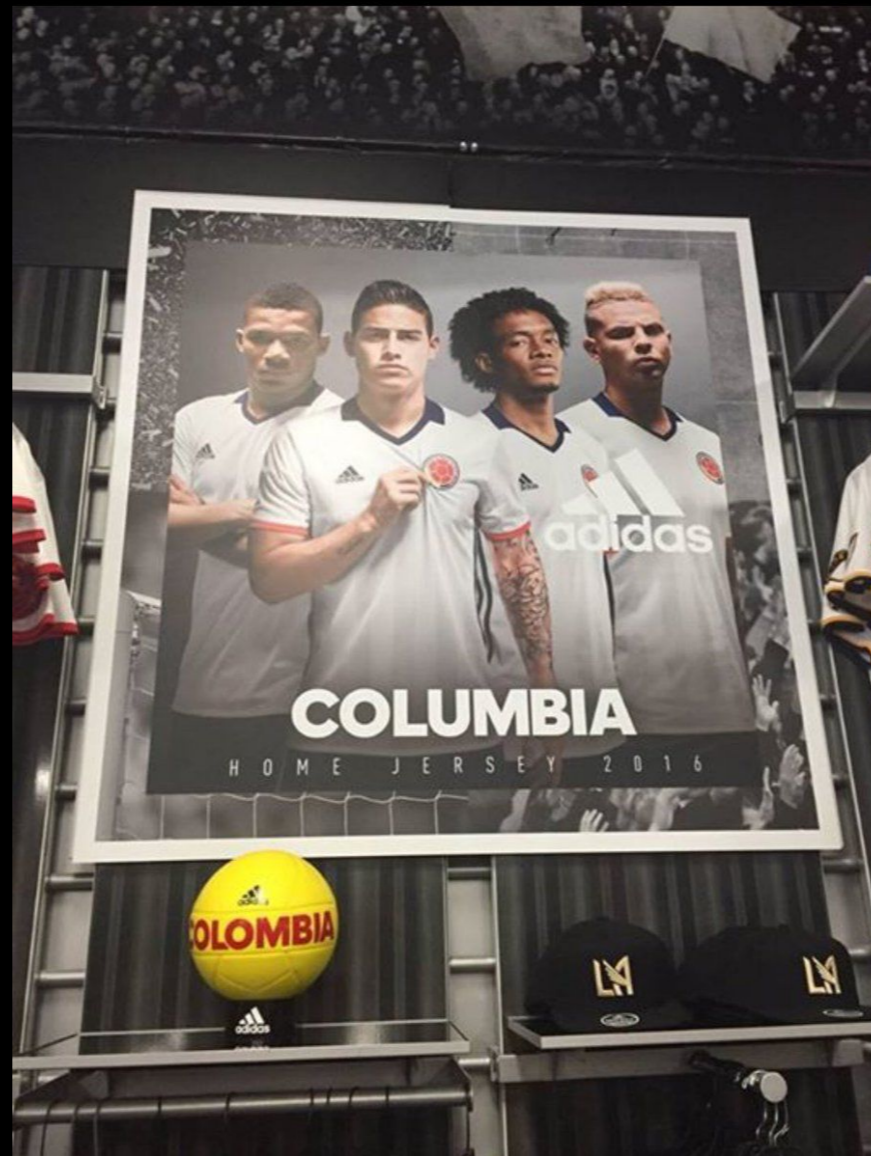


**Noble failure culture**  
as prerequisite for  
intrapreneurship

# NFC = acceptance of specific failures

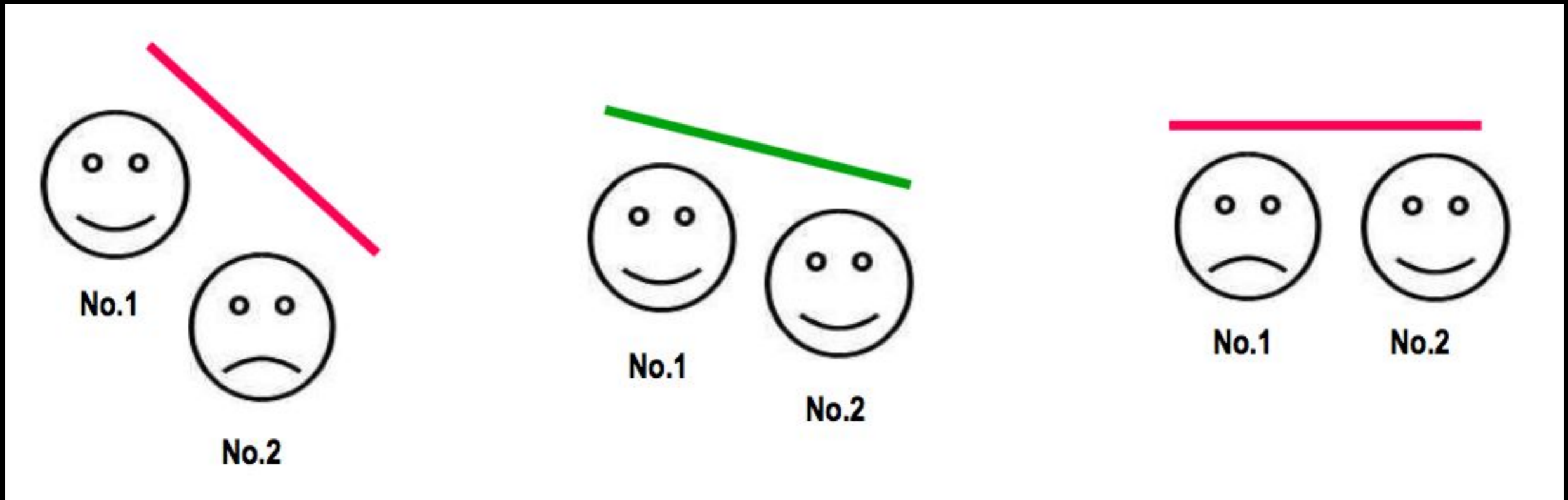


# NFC = acceptance of specific failures



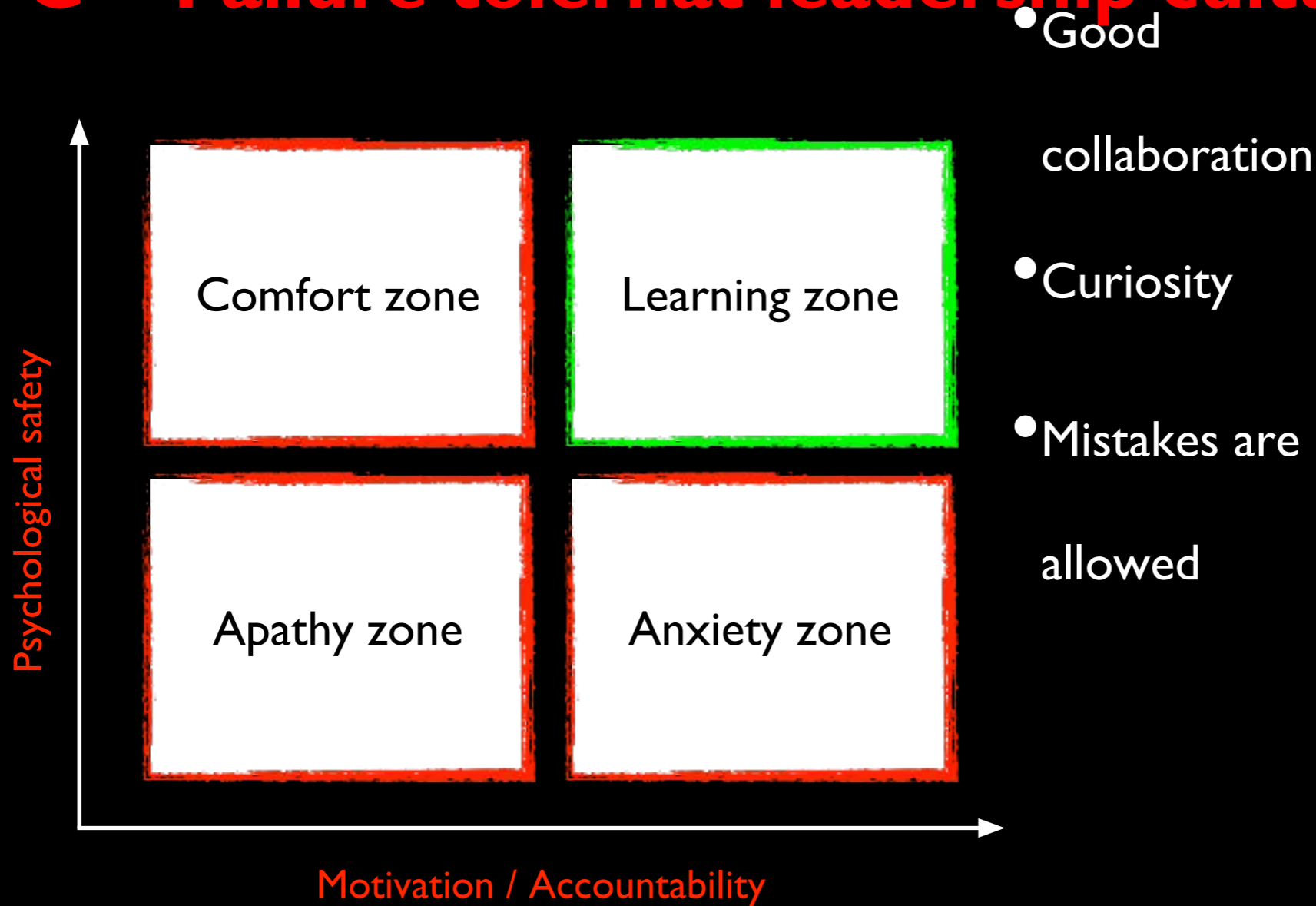
# NFC = Failure tolerant leadership culture (1/2)

To empower employees to become intrapreneurs,  
the depth of hierarchy is crucial



Source: Prof. Jan U. Hagen, ESMT Berlin Business Breakfast presentation „Aus Fehlern lernen“, 12. May 2017

# NFC = Failure tolerant leadership culture (1/2)



Source: Amy Edmondson (2008): The competitive imperative of learning. URL: [http://www.marshwhiteinc.com/HBR\\_The\\_Competitive\\_Imperative\\_of\\_Learning.pdf](http://www.marshwhiteinc.com/HBR_The_Competitive_Imperative_of_Learning.pdf)

# NFC = continuous de-briefs & sharing (1/2)



## Break outs

1. Split up in teams
2. 5 minutes
3. Collect failure reasons

# The top 5 reasons why things fail

1. Missing or wrong stakeholder management
2. Unclear roles & responsibilities
3. Inside-Out-thinking
4. "We build the perfect product"
5. No / Not enough (change-) communication



# 5 rules for more intrapreneurship OR how to get fired fst

1. Exceed your own authority
2. Circumvent all rules which could put your project at risk
3. Burn your job description
4. Work hard on being fired every day
5. Rather say sorry than ask for permission

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