



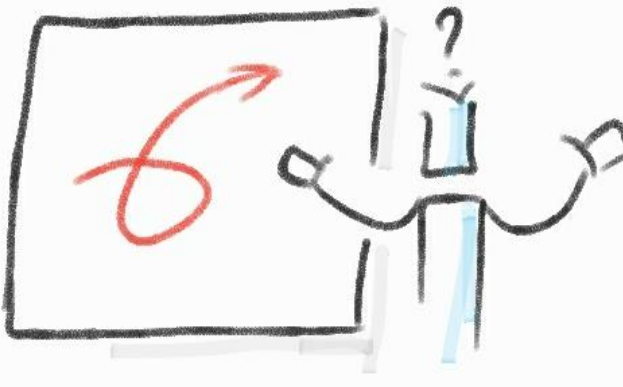


**Make Mistakes and Learn: Reinforcing
the Adaptive Culture in TNB**

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HOW DO WE MAKE ADAPTIVE CULTURE A REALITY?

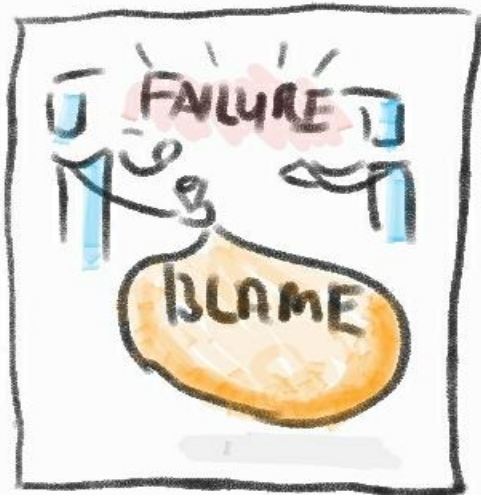


In early 2018, TNB CEO highlighted the need for an adaptive culture to drive performance

- adaptive culture is goal driven
- To be adaptive, one needs to make incremental iterations
- each iteration is driven by new knowledge created by failure

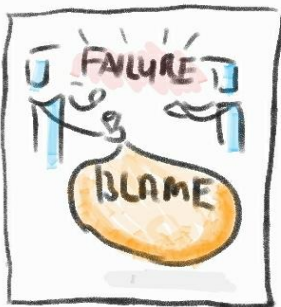
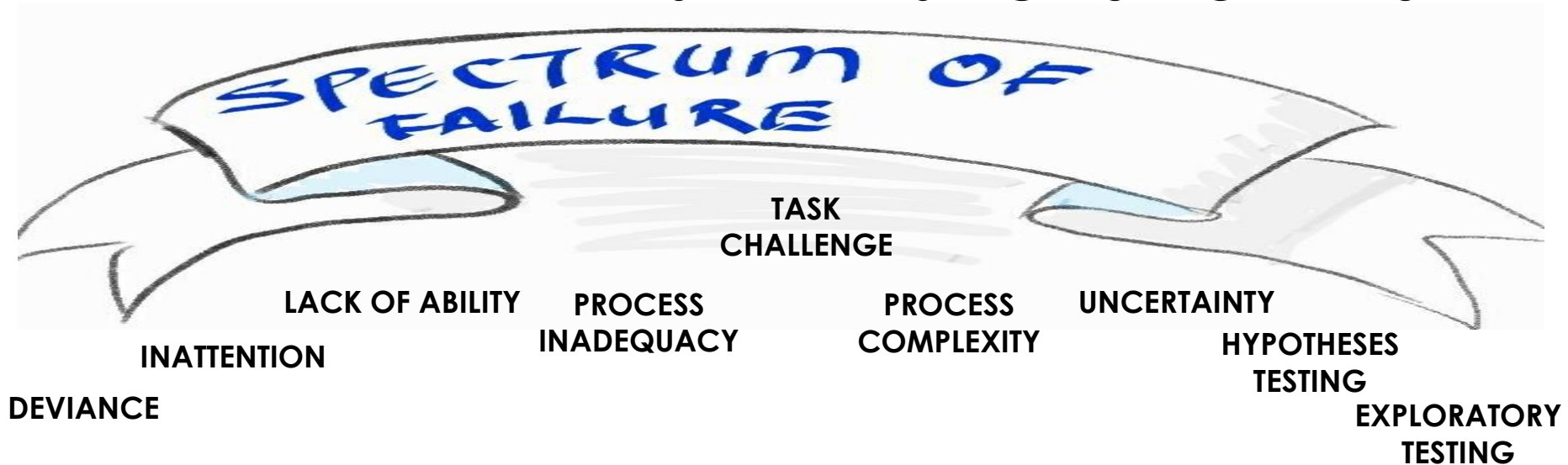
Are we ready to tolerate failure?

FAILURE VS FAULT: TOGETHER FOREVER



- Failure and fault are almost inseparable, at work, at home, in school or growing up.
- fear of repercussions inhibits acknowledgement of failure
- leaders need to provide psychological safety

NOT ALL TYPES OF FAILURES ARE BAD THERE IS A WIDE SPECTRUM OF FAILURE



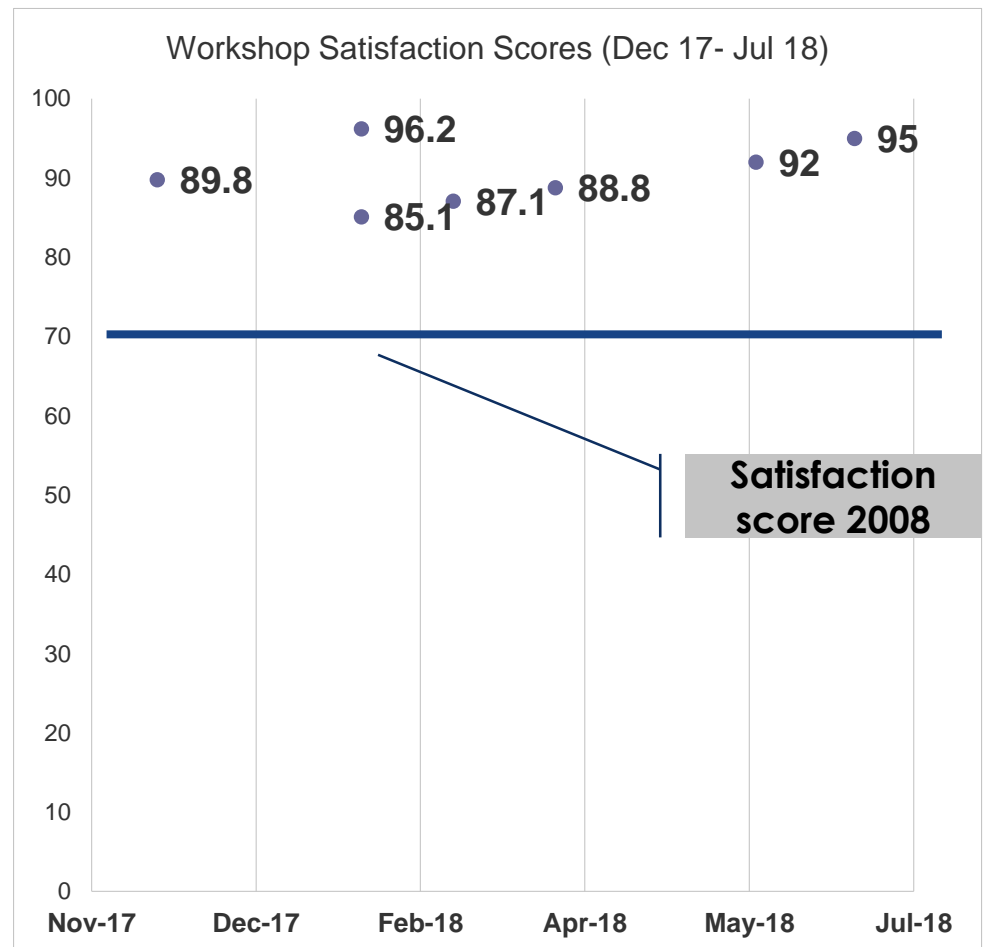
CREATING SAFETY WITH AFTER ACTION REVIEWS



Leaders can create a psychologically safe environment by asking 3 simple questions!

CASE IN POINT: HANDS ON FACILITATION LEADING TO HIGH CUSTOMER SATISFACTION

Develop Team building
workshop design & facilitation
~ 10 workshops over a
12 month period (2008)
~ After a hiatus, opportunity
to design appeared in 2014-2018



TO CONCLUDE: AAR CAN HELP ADAPTIVE CULTURE TAKE PLACE



Encourage learning from failure by removing fault from failure



Providing a safe environment for people to highlight failures

With AAR, adaptive culture can take place