

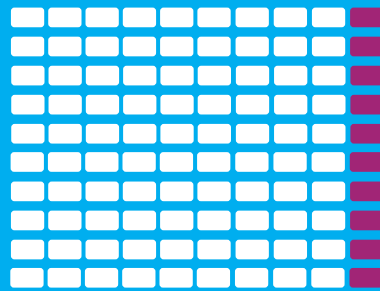
Value of Failure

Students Course

Module 3: Causes of failure

Tutors Workbook

Did you know that...



...in some sectors up to
90 % of new businesses fail
in the first 5 years?

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Did you know that...



...the **value of failure** makes re-starters grow faster and stronger than first-timers?

I Working with this Workbook

Learning without additional working materials does seldom lead to learning success. The Value of Failure Project therefore designed additional workbooks for tutors as well as for learners to support a fast and productive learning environment. Those workbooks follow the structure of the value of failure learning courses and give additional information and content.

The workbooks for each of the modules should be seen as a helping hand for tutors. They provide help, tasks and additional information. Please feel free to add or skip content to your individual needs.

To give tutors enough room to design the course to their individual needs, and to allow individual examples, exercises or regional adoption, only basic statements, important definitions, generic examples, graphics and examples are presented. The workbooks help to structure the learning content and also help to give an overview about the whole course. They do not cover the whole topic and should not be the only source for tests or exams.

The workbooks are based on the value of failure e-learning concept and are designed to be enriched by individual materials. This concept has been developed to work in different countries across Europe. Regional adoption needs to be prepared by the individual tutors. Free pages give enough room for your individual notes and for individual content such as examples, additional links, videos etc.

We also recommend to use and include the additional literature and online resources provided at the end of each section of this workbook.

Following resources are provided on the project website:

- Tutors Workbooks
- Learners Workbooks
- Presentations

To enrich the learning experience we are looking forward to your feedback:

 www.valueoffailure.com

Legend

Presentation 

Workbook 


Example 

Remember 

Digression 

Law 

Learned 

Checklist 

Link 

Video 

Did you know that...



...only about **8 %** of failed
entrepreneurs start
over again?

II About the Project

Value of Failure is a European Union funded grass roots initiative to support a better framework for so called failed or second chance entrepreneurs. The idea is to implement a new positive approach to failure in general and to business failure in specific. The project is funded by the European Union within the Erasmus+ framework.

The approach of the project is to address this important topic from two different sides:

1. **Regional alliances** involve all important stakeholders to set up more a failing- friendly environment and funding framework. The project develops a tool-kit for other regions to develop franchises of the alliances on their own.

2. A set of **learning resources** addressing students as well as failed entrepreneurs are set up to implement a seed for a new thinking about failure and providing in depth knowledge about failure and how to cope with it.

All materials produced are open source and can be used by anyone according to the rules provided in the disclaimer at the end of this publication.

More information about the project, the e-learning courses and the regional alliances can be found on the project website

↶ www.valueoffailure.com

The project is developed, designed and implemented by an experienced international consortium of universities, business development agencies, consulting companies and SMEs (small and medium sized enterprises) coming from Germany, Northern Ireland and Poland:

1. University of Szczecin, Poland (Project Leader)

The University of Szczecin (US) is the most powerful organisation in the West Pomeranian region. Presently over 30.000 students are following full-time, evening & part-time studies in 27 subject areas at 13 faculties. One of the most important objectives of the University is education of students and their preparation for entering labour markets. International cooperation com-

prises an extremely important aspect of US's activity. The top priorities are joint research and student & staff mobility programs.

↶ www.english.usz.edu.pl

2. Canice Consulting, Northern Ireland

Canice Consulting is a small yet established private company based in Northern Ireland which operates in the fields of local and regional development, enterprise education and management and technical support to EU networks and programmes.

Canice Consulting provides a broad range of modern learning services to predominantly the EU market place. Services include training solutions, e-learning content creation, learning technologies and learning strategy design and consulting. Learning technologies include learning portals, learning management systems, content development systems, performance support tools, virtual classroom tools and more.

↶ www.caniceconsulting.com

3. Creo Mind S.C., Poland

CREO MIND (CM) is a civil partnership established from two sole traders: Wojciech Brażuk and Prestige Brand Mariusz Woźniak. The company has wide experience in consulting services in the area of marketing, business development, strategic management and skills development. The owners of CREO MIND have been closely collaborating with the Northern Chamber of Commerce, providing their services for the largest regional chamber of commerce in Poland. Therefore CREO MIND has a strong potential in networking of entrepreneurs and in building relations among various stakeholders of regional market. CREO MIND has elaborated number of analysis and expertise on business and markets. CREO MIND is also recognized on the regional market from elaborating and realizing creative and innovative marketing campaigns and events.

↶ www.websitecreomind.com

Did you know that...



...31% of projects fail?

4. Enterprise Northern Ireland, Northern Ireland

Enterprise Northern Ireland was established in 2000 to represent the network of Local Enterprise Agencies in Northern Ireland, and is the only membership body in Northern Ireland for organisations providing enterprise support. Enterprise Northern Ireland holds national contracts with various public sector organisations which it delivers primarily through its member agencies. These contracts include the Regional Start Initiative; Social Entrepreneurship, Exploring Enterprise, Tradelinks programme and Business Bootcamp. All of these programmes are further supported by access to finance through the ENI Loan Fund and the Northern Ireland Small Business Loan Fund.

As the only membership body in Northern Ireland for organisations providing enterprise support, Enterprise Northern Ireland is at the heart of a dynamic, high profile network. Enterprise Northern Ireland also represents the interests of the wider small business sector through policy and business development, research and quality assurance, and has a strong lobbying and campaigning remit.

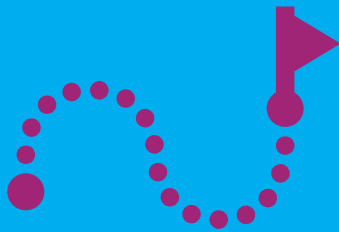
↻ www.enterpriseni.com

5. The visionworks, Germany

The Visionworks is a small company specialized on consulting, coaching, marketing and project management especially for (micro) SMEs and Start-ups. For its clients the visionworks develops investor ready business plans and financing concepts and accompanies founders until the closing of financing. The visionworks has international contacts to public and private investors and has also worked extensively with all relevant regional stakeholders and institutions which are relevant for the regional Second Chance Entrepreneurs Alliance. Despite that the visionworks has great experience in developing learning courses and learning environments for adult education as well as for students.

↻ www.thevisionworks.de

Did you know that...



...88% of projects
are past the deadline?

III About this Course

Course Audience

The Value of Failure course was designed for adult learners, including high-school teachers, graduates, undergraduates and the interested public. For teachers and tutors, the course will look at advances in psychological knowledge about failure, which helps them to integrate this important topic into their teaching. For adult learners, it will help them to appreciate the positive effects of failure and their potential impact on their everyday life. The goal of the course is to make the existing positive effects of failure accessible to everybody.

The materials are designed for various uses. The course can be used as a whole curriculum or parts of it might be integrated to supplement other courses. All materials are provided as open source and each section of this course offers a variety of additional online materials such as videos or websites about the topic.

As some of the learners might want to learn the content (or just parts of it) individually, all modules and additional learning resources are provided online as well.

Teachers and tutors can also use the course on their own for professional development. Information about how the materials are used are provided in the beginning of each tutors workbook and online for each module.

The course can be used in a classroom environment as well as a self-contained distance learning course. Distributed free of charge on the Value of Failure project website.

↶ www.valueoffailure.com

Course Components

The syllabus of the Value of Failure course is divided into seven different units called modules. Each of them focussing on different aspects of failure.

Module 1: Basics of failure

Module 2: What is Failure

Module 3: Causes of Failure

Module 4: Preventing Failure

Module 5: How to detect Failure

Module 6: Coping with Failure

Module 7: Learning from Failure

Although the Value of Failure course is designed as a curriculum, each module can be used as a stand-alone session. Therefore each module starts with a basic introduction about the topic which can be skipped if you use more than one module or the whole course. You do not need to use the materials in any particular order. If you want to concentrate on a specific topic you can jump in at your point of interest - although using the whole course is suggested.

This Value of Failure Students Course is accompanied by an extra course on **Business Failure**. You might want to choose to use the Business Failure Course as an **extra module** at the end of your course.

Did you know that...



...the average cost overrun
of projects is **189%**?

IV About this Module

Module 3: Causes of failure

Introduction

In the first 2 modules of this course we have learned that different personal mindsets result in different perceptions of success and failure, and that there is nothing like a typical failure. Each failure is different and, depending on what we draw out of it, there is “good”, “productive” and even “happy” failure.

We do need failures for personal growth and learning. But still, preventing failure and succeeding in the big picture should remain option no. 1. To do so, we have to analyse where failures result from. This is the first step of effective planning.

In this module we want to research the backgrounds of attribution theory. Attribution theory categorises the reasons we personally give for failure and success. Those backgrounds are important for the following modules - especially when it comes to coping with failure and learning from failure.

Each task is different and provides numerous risks for failure. To prevent failure we do have to understand and analyse the potential risks and causes. Root cause analysis is an effective tool to both, reactively and proactively investigate the situations, events and actions that harmed our performance or has the potential to do so.

Not everybody has to do the same mistakes - this is an important part of social learning (see module 7). Or at least it should be part. Looking at statistical data, we actually do the same mistakes over and over again. The last section provides a list of typical failures of projects - hoping that the students draw some learnings out of this and try to prevent making the same mistakes others did for them already.

Structure and learning objectives of the module:

1. Attribution theory

The students will understand the basics of attribution theory.

2. Root cause analysis

The students will learn the basics of root cause analysis and will practice how to use it with personal examples.

3. Typical causes of failure

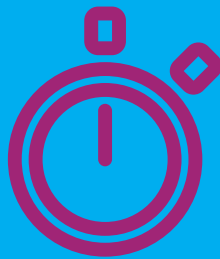
The students will explore typical causes of project failures.

Additional information available on our website and our Pearltrees-Account:

↶ www.valueoffailure.com

↶ www.pearltrees.com/thevalueoffailure/

Did you know that...



...the average time overrun of projects is **222%**?

Task

Module 3: Causes of failure

3.1 Preparation



What you need to prepare:

Total time needed for the course:

Presentations and workbook 65-105 min.

3.2 Introduction

Method: Open Speech

Time: 2-5 Minutes

Activity 3.1 (Optional)

Recalling the learning outcomes of Module 2

Method: Open Discussion

Time: 2-5 Minutes



Activity 3.2

Opening Discussion with the class

Method: Open Discussion

Time: 2-5 Minutes

Method



Presentation Module 3 (Beamer needed)



Learners Workbooks Module 3

Learners Workbooks Module 1 (only needed for Activity 3.4 (Task 3.1) and only if you did not do Module 1 before)

Introduce yourself and the learning opportunities in this module to the class. Explain that in this module the learners will learn how they personally attribute certain events and behaviours to and how they objectively analyse the causes of failure.

If you don't know the class (and if the class is small enough) - let the learners introduce themselves.

If you are following the Value of Failure Course Structure and already presented module 2, recall the learning outcomes from the section. Ask the learners to tell in own words what they have learned from the previous session.

Attribution theory tries to explain how a social perceiver uses information to arrive at causal explanations for events. It examines what information is gathered and how it is combined to form a causal judgment. Ask the class about how they attribute success and failure.

Did you know that...



...that James Dyson created
5,126 failed prototypes of his
vacuum cleaner before succeeding?

Activity 3.3

Attribution theory

Method: Presentation section 1
Time: 10-15 Minutes



Present chapter 1 of the presentation.

Activity 3.4

Attribution of success and failure

Method: Workbook (Task 3.1)
Discussion
Time: 10-15 Minutes



Let the learners analyse 2 different examples (success and failure) according to Weiner's attribution theory. Discuss the differences in their personal attribution between success and failure.

If you did not lecture module 1 with this class before, let the class do task 1.1 (Activity 1.4 in the tutors guide) from students workbook 1 before you do activity 3.4

Method: Workbook (Task 1.1)
Discussion
Time: 5-10 Minutes



This activity is a private self assessment for the class. Learners start to personally think about the related factors of failure.

Ask the class to write down their personal definitions of success and failure and the related factors.

Activity 3.5

Root cause analysis

Method: Presentation section 2
Time: 10-15 Minutes



Present section 2 of the presentation.

Activity 3.6

Root cause analysis - the "5 Whys"

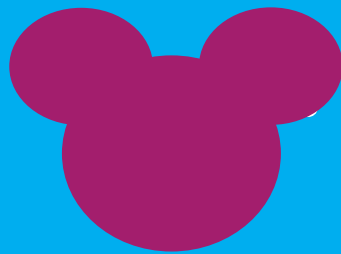
Method: Workbook (Task 3.2)
Discussion
Time: 10-15 Minutes



Let the learners analyse the root causes of a task where they have failed, using the "5 Whys" methodology.

Discuss about their experience with the methodology.

Did you know that...



...Walt Disney failed with several businesses and got fired by a newspaper because he lacked imagination and had no good ideas?

Activity 3.7

Root cause analysis - system planning process

Method: Workbook (Task 3.3)
Discussion

Time: 10-15 Minutes



Let the learners analyse potential root causes for a difficult task they are facing, using the system planning process.

Discuss about their experience with the methodology.

Activity 3.8

Typical Causes of failure

Method: Presentation section 3

Time: 10-15 Minutes



Present section 3 of the presentation.

Activity 3.9

End of the session

Method: Presentation

Time: 5 Minutes



Present the “Learned” section of the presentation and summarize the discussion you had with the group.

Set dates for the next lecture (if you have more than this one) and announce the topic it will be about.

Did you know that...



...that Steven Spielberg was
rejected by University of Southern
California **3 times** before he decided
to become a director?

V Disclaimer

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Erasmus+



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