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When your big ideas hit everyday reality

Create a Learning *Frame*

Frame the work as a learning problem to increase psychological safety

What it is

Create a space where it's okay not to know the right answer and where learning, experimentation, and iteration are the goal.

Use cases

| Frame the work as a learning problem | Invite sharing and experimentation | Invite sharing and experimentation |

What leaders can say

"This is totally new territory for us so I'm going to need your input and ideas."

"There are many unknowns and things are changing fast so we'll need to adapt and learn as we go."

"This is complex stuff so we will make mistakes."

"There are things we know and things we don't. We'll need to figure it out together."

Adapted from the work of Amy C. Edmondson

Failure *Spectrum*

Understand the range of failures to identify and encourage intelligent failures that drive innovation

What it is

Not all failure is created equally. In organizational life, failure is sometimes bad, sometimes inevitable, and sometimes even good. Most failures fall into these three broad categories.
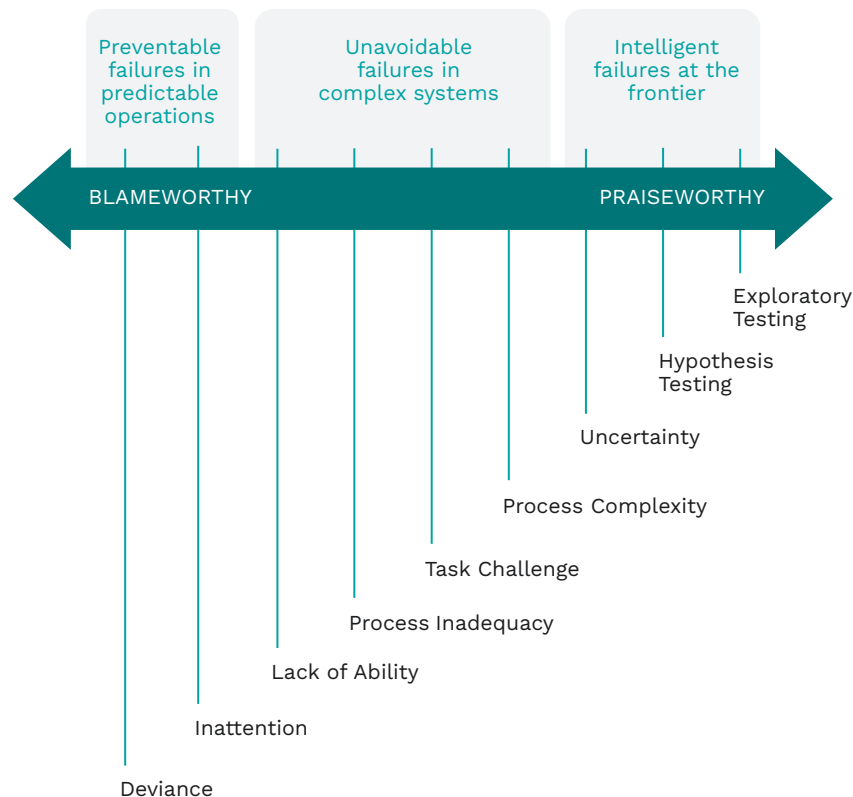
Use cases

Detect and analyze failure to, where possible, avoid similar mistakes in the future

Remove fear of failure by reducing blame, especially for unavoidable and intelligent failures

Promote experimentation and pilots that produce insights and knowledge

Understand different types of failure

Preventable failures in predictable operations

Unavoidable failures in complex systems

Intelligent failures at the frontier

BLAMEWORTHY

PRAISEWORTHY

Exploratory Testing

Hypothesis Testing

Uncertainty

Process Complexity

Task Challenge

Process Inadequacy

Lack of Ability

Inattention

Deviance

Candid Comms

Share information - even bad news - frequently and predictably

What it is

Three simple questions that make it easy to share regular, transparent updates

Use cases

Strengthen team trust and healthy communication habits

Build skills around sharing difficult news

Normalize transparent communication

Questions

What is my goal?
Openly share your strategy behind this communication

What do we know?
Share the information you have, no matter how negative

What don't we know or can't share?
Be honest about where there's uncertainty or purposeful privacy being protected

What is our first next step?
Share your proposal on what we should do first as a next step

Behaviors

✔ Share regularly, openly, and often

✔ Avoid excessive easing-in when sharing bad news

✔ Model how you'd like others to speak up

"Even Over" Strategies

Clarify and guide decisions in a simple, direct and memorable way

What it is

A brief statement to clarify priorities and tradeoffs, used to guide difficult decisions that teams face on a regular basis.

Use cases

| Move quickly without needing to wait for alignment or approval | Keep decisions aligned to a particular guiding strategy | Make your strategies clearer and more powerful by communicating the choices and tradeoffs |

Statement Model

Good thing A	*even over*	Good thing B

Think about where your team has gotten stuck and identify the two positive outcomes that were in conflict.

Examples

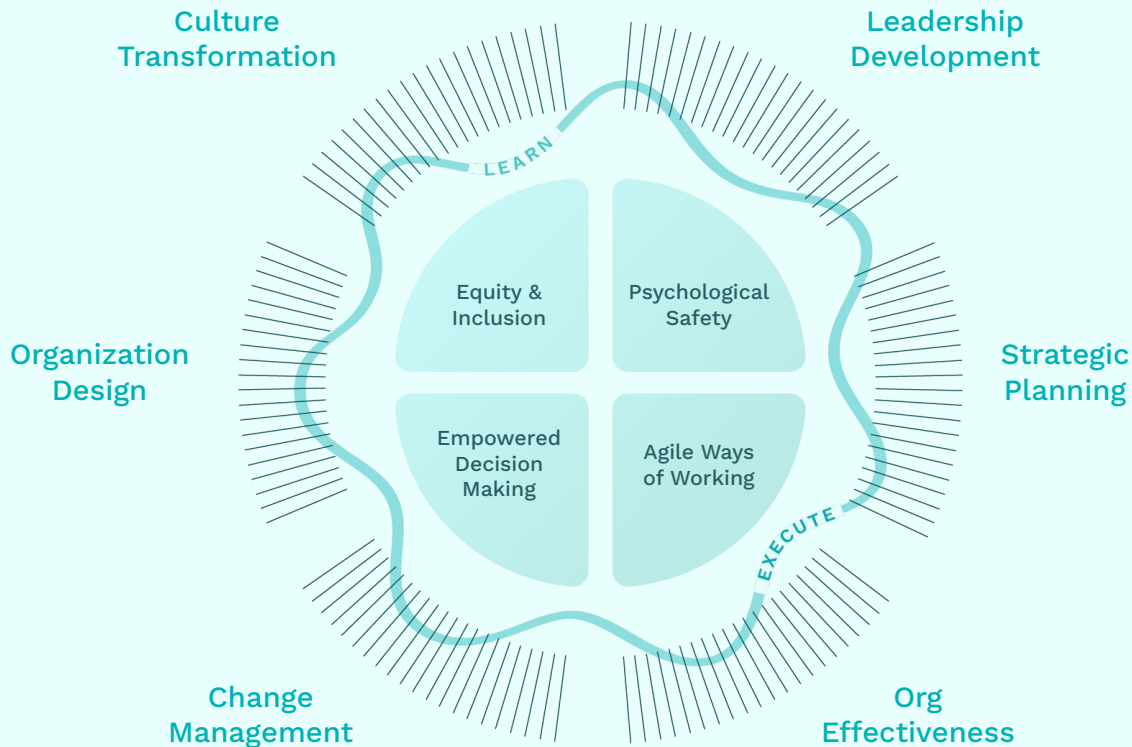| Progress	*even over*	Perfection
Candor	*even over*	Comfort
Growth	*even over*	Profit

Changing Behavior is Hard

We know how to do it.

For years, our clients have told us that August does what they previously thought impossible: translates the most complex, sticky parts of organization transformation into a set of practical, easy to adopt tools.

We have deep expertise in these four transformation levers and drive change by moving beyond theory to everyday practice.

Culture Transformation

Leadership Development

Organization Design

Strategic Planning

Change Management

Org Effectiveness

LEARN

EXECUTE

Equity & Inclusion

Psychological Safety

Empowered Decision Making

Agile Ways of Working

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Our Four Transformation Levers

We move beyond theory to everyday practice

Agile Ways of Working

We'll help you apply the principles of agility to all types of work, quickly test and iterate, reflect and adjust as you go — helping individuals, leaders, and teams make meaningful progress on purpose-driven projects.

Operationalizing Equity & Inclusion

We'll help you cultivate behaviors and build systems that make it possible for everyone to contribute, creating the conditions for speaking up, addressing conflict, and openly sharing questions, concerns, and ideas.

Empowered Decision Making

We'll help you make faster and more inclusive decisions using practices to define decisions, identify decision-makers, hear and integrate different perspectives, and clearly communicate to stakeholders.

Psychological Safety Through a Learning Culture

We'll help you increase the pace and quality of learning to make it easier for people to take smart risks, learn from mistakes, and give and receive feedback that supports continuous improvement.

Transformation is more than a project. It's a *capability*.

You have a critical initiative that can change your organization for the better. August is a world-class partner to help you bring that initiative to life.

And... what about your ability to adapt when the project plan needs to change? What about your ability to transform when the next unexpected opportunity or challenge comes along? This is where we stand apart.

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Simple Practices, Big Impact

August's practical approach unlocks meaningful and lasting change

TALBOTS

+38

Increased Psychological Safety

"August helped us build psychological safety across our organization. The teams that August coached were **38% more likely to feel encouraged to think creatively, be innovative, and take smart risks.**"

– Brand President, Talbots

PACIFIC LIFE

+11

Improved Decision Making

"Thanks to August's support our latest survey showed strong improvement. For the question "I'm **empowered to make decisions** that enable me to do my job effectively" our scores improved 11 points."

– VP of Org Effectiveness, PacLife

CP COLGATE-PALMOLIVE

+8

Increased Trust

Participants who completed the August-designed **Trust in Action program** saw an 8 point increase in trust scores.

– SVP HR, Colgate-Palmolive

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