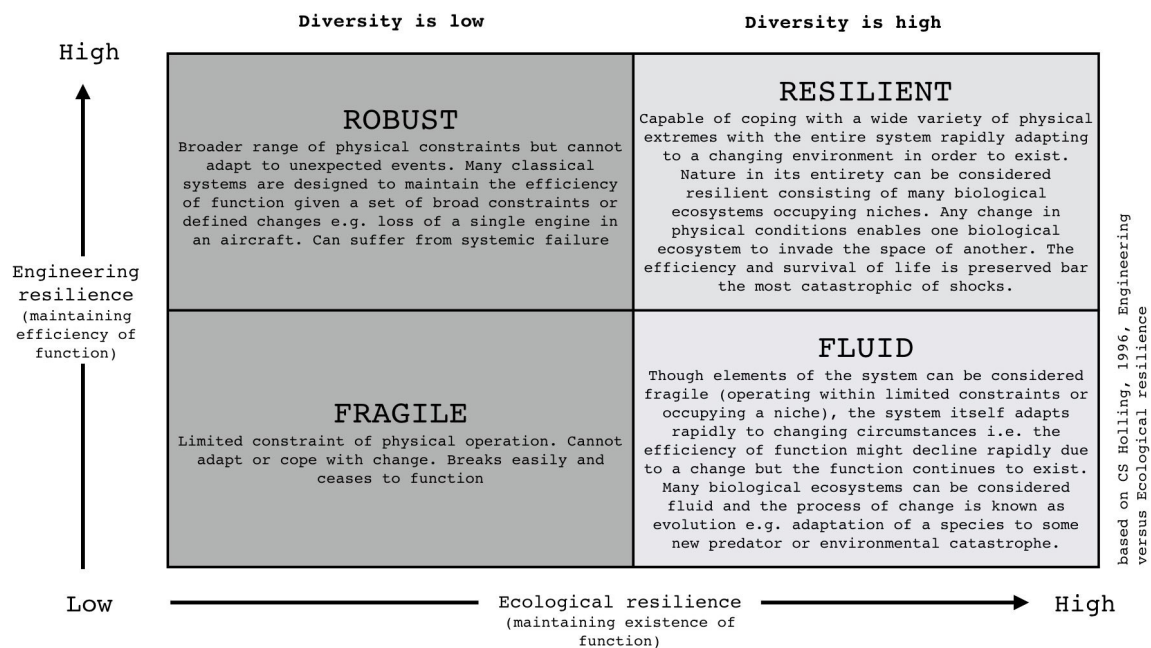


doctrine which I've glossed over. Both are worth highlighting. One is managing failure, the other is being humble

## On the question of failure

When it comes to managing failure then life is a master. To categorise failure I tend to use CS Hollings' concepts of engineering versus ecosystem resilience — see figure 237

Figure 237 — Types of Failure



Engineering resilience is focused on maintaining the efficiency of a function. Ecological resilience is focused on maintaining the existence of the function. In terms of sustainability then the goal of any organisation should be to become resilient. This requires a structure that can adapt to constant evolution along with many supporting