

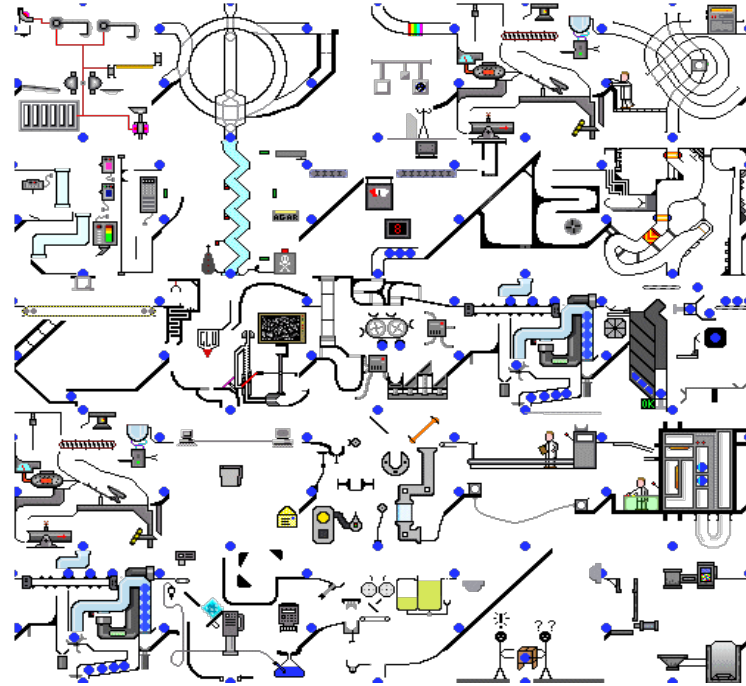


The Value of Failure[©]

Working together, Failing together, Learning together

Prof. dr. Paul Louis Iske, Maastricht University
CFO (Chief Failure Officer), Institute of Brilliant Failures

Increasing Complexity



This requires **Dynamic Systems Thinking**



Dealing with changing complexity

Dealing with Others

Dealing with Change

Dealing with Uncertainty

Dealing with Reality!



Een bekende formule

$$NT + OO = DOO$$

Nieuwe Technologie
Oude Organisatie

----- +

Dure Oude Organisatie



35 ways to kill progress

1. Don't be ridiculous

2. We have already tried this

3. This is too expensive

4. That is impossible

5. That is not our responsibility

6. That is a too drastic change

7. We don't have time for this

8. This makes other things we do unnecessary

9. We are too small for this

10. This is not our problem

11. We have never tried this before

12. Let's be realistic

13. Why changing, everything goes well?

14. You are years ahead of your time

15. We are not ready for this yet

16. This is not in the budget

17. This is not according to our policies

18. We have to use the resources we have got

19. You can never make this happen

20. The management will never buy this

21. We will make a fool out of ourselves

22. Let's keep this for a while in our head

23. We always managed without it

24. Has somebody else tried this one?

25. In our organisation this will never work

26. Can you guarantee that this will work?

27. This idea is good, but you know our system..

28. This is the way we have done it for years

29. If we do this, than that should also be changed

30. This is something for later

31. Let somebody have a look on this

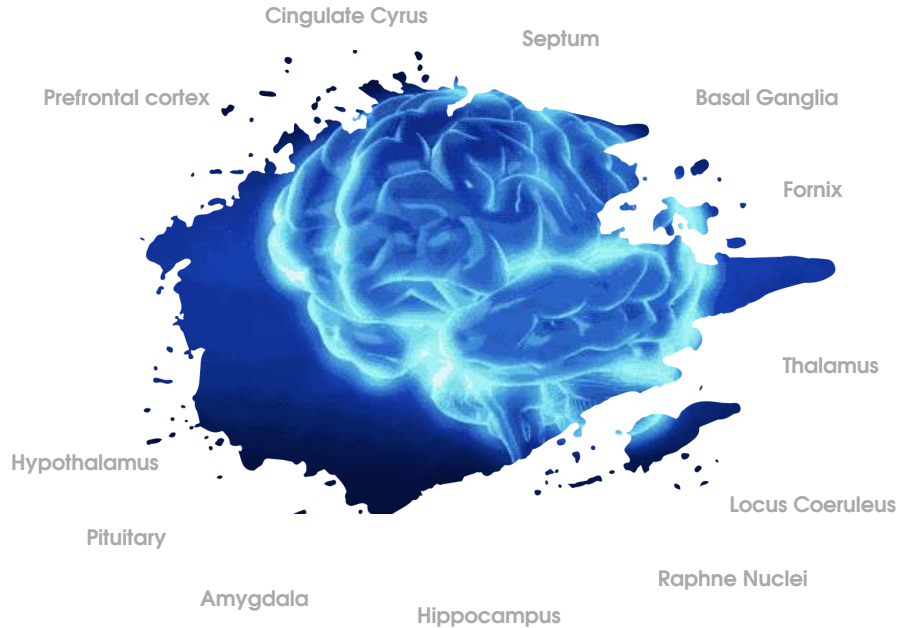
32. If this would be a good idea, somebody else would already have done it

33. We will never find somebody to do this for us

34. You will never find a customer for this

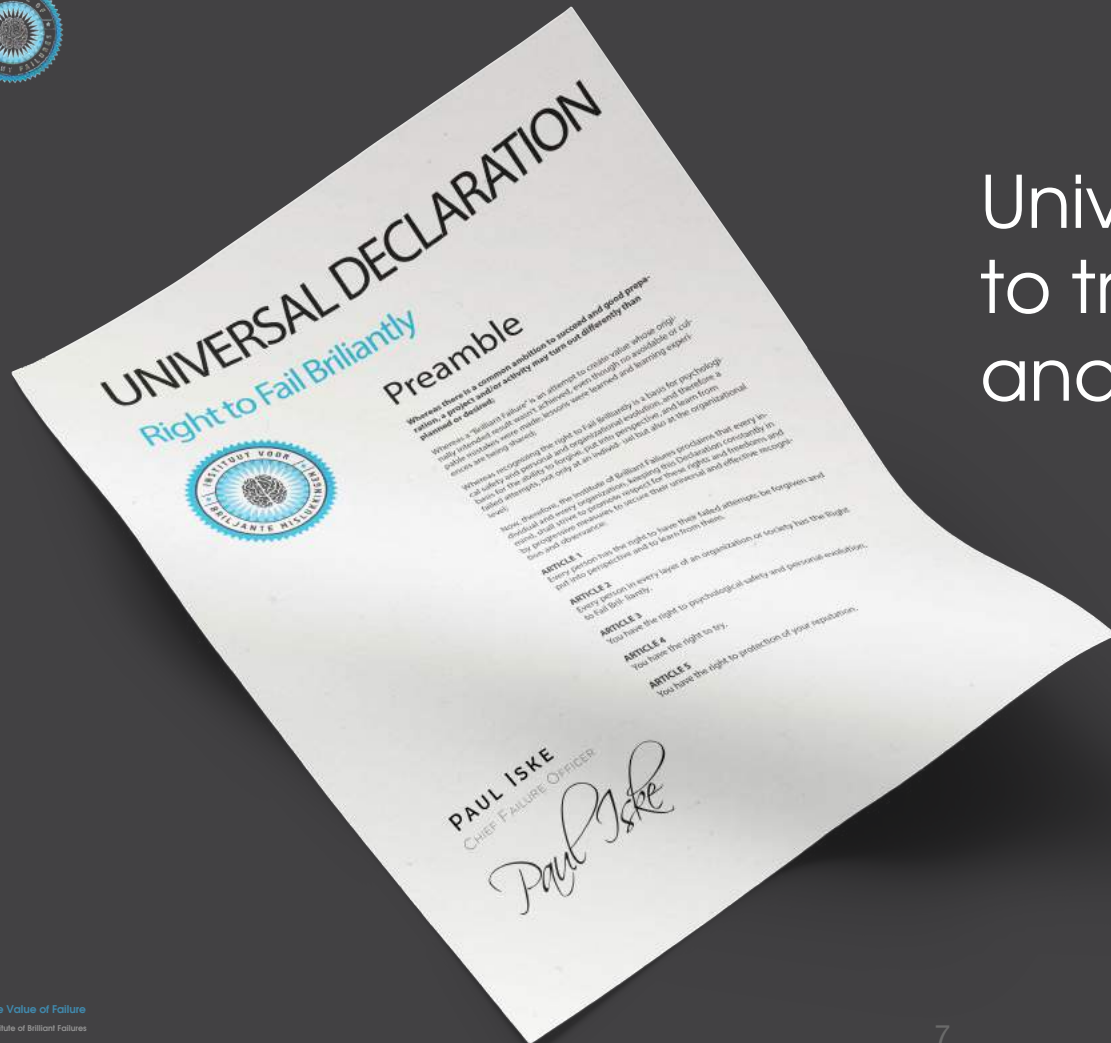
35. Since when are you the expert?

Top 10 reasons for fear (USA)



1. Terrorist attacks
2. Spiders
3. Death
4. Failure
5. War
6. Heights
7. Crime/Violence
8. Being alone
9. The Future
10. Nuclear War





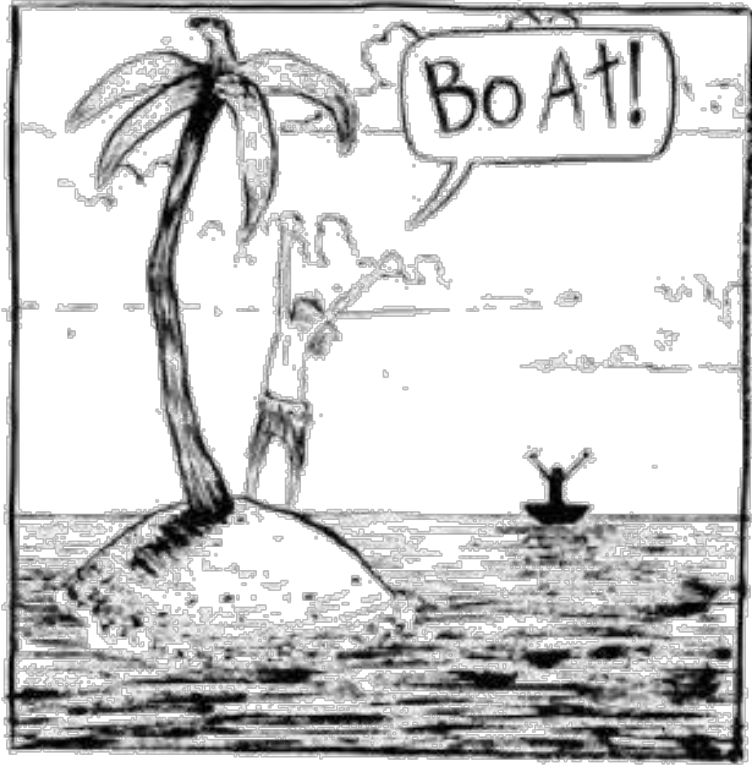
Universal Human Right
to try, to fail (brilliantly)
and to learn.



“
MAY YOUR LIFE
BE AS AWESOME AS
YOU PRETEND IT IS
ON FACEBOOK



Different Perspectives



Business Cases

A Business Case is
a set of lies that
make management
decide what **we**
want **them** to decide!



Uno Morales
Credits

"Before I make my decision, I'd like to
see those meaningless statistics again"

Your plan



Reality





Learning fast

Pace of Learning should exceed Rate of Change

$$L > C$$

Trial and error is sometimes the only way to make progress.
Reflection is an important mechanism for learning.



FAIL = First Attempt In Learning
“Sometimes you earn, sometimes you learn”

JOHANNES HAUSHOFER CV OF FAILURES

Most of what I try fails, but these failures are often invisible, while the successes are visible. I have noticed that this sometimes gives others the impression that most things work out for me. As a result, they are more likely to attribute their own failures to themselves, rather than the fact that the world is stochastic, applications are crapshoots, and selection committees and referees have bad days. This CV of Failures is an attempt to balance the record and provide some perspective.

This idea is not mine, but due to a wonderful article in *Nature* by [Melanie I. Stefan](#), who is a Lecturer in the School of Biomedical Sciences at the University of Edinburgh. You can find her original article here, her website here, her publications here, and follow her on Twitter under [@MelanieIStefan](#).

I am also not the first academic to post their CV of failures. Earlier examples are here, here, here, and here.

This CV is unlikely to be complete – it was written from memory and probably omits a lot of stuff. So if it's shorter than yours, it's likely because you have better memory, or because you're better at trying things than me.

Degree programs I did not get into

2008	PhD Program in Economics, Stockholm School of Economics
2003	Graduate Course in Medicine, Cambridge University Graduate Course in Medicine, UCL PhD Program in Psychology, Harvard University PhD Program in Neuroscience and Psychology, Stanford University
1999	BA in International Relations, London School of Economics

Academic positions and fellowships I did not get

2014	Harvard Kennedy School Assistant Professorship UC Berkeley Agricultural and Resource Economics Assistant Professorship MIT Brain & Cognitive Sciences Assistant Professorship This list is restricted to institutions where I had campus visits, the list of places where I had first-round interviews but wasn't invited for a campus visit, and where I wasn't invited to interview in the first place, is much longer and I will write it up when I get a chance. The list also shrouds the fact that I didn't apply to most of the top economics departments (Harvard, MIT, Yale, Stanford, Princeton, Chicago, Berkeley, LSE) because one of my advisors felt they could not write a strong letter for them.
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Awards and scholarships I did not get

2011	Swiss Network for International Studies PhD Award
2010	Society of Fellows, Harvard University Society in Science Scholarship University of Zurich Research Scholarship

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2009	Human Frontiers Fellowship
2007	Mind-Brain-Behavior Award (Harvard University)
2006	Mind-Brain-Behavior Award (Harvard University)
2003	Fulbright Scholarship Haniel Scholarship (German National Merit Foundation)

Paper rejections from academic journals

2016	QJE, Experimental Economics
2015	AER x 2
2013	PNAS, Experimental Economics, Science, Neuron
2009	AER
2008	Science, Neuron, Nature Neuroscience, Journal of Neuroscience, Journal of Vision

Research funding I did not get

2016	MQ Mental Health Research Grant
2015	Russell Sage Research Grant (two separate ones)
2013	National Science Foundation Research Grant
2010	University of Zurich Research Grant Swiss National Science Foundation Research Grant
2009	Financial Innovation Grant International Labor Organization Research Grant Sic Research Grant

Meta-Failures

2016	This darn CV of Failures has received way more attention than my entire body of academic work
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2



From Fail Cost
towards
Fail Value

Brilliant Failures

$$BF = V \times I \times R \times A \times L$$

V = Vision

I = Inspiration

R = Risk Management

A = Approach

L = Learning



Definition

A Brilliant Failure[©] is a well-prepared attempt to create value, but with a different outcome than expected and with a learning opportunity.















€144.000





16 Archetypes



Junk



Elephant



Banana Peel



Right Brain Hemisphere



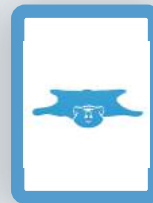
General without army



Wrong Pocket



Canyon



Skin of the bear



Empty spot at the table



Bridge of honduras



Einstein point



Black Swan



Light Bulb



The Winner takes it all



Diver of Acapulco



Farmer's Daughter



Four Levels of Failure

System Failure

Organisational Failure

Team Failure

Individual Failure

Case: Electronic Patient File

Technology from 2012

Many political perspectives

Multiple stakeholders

> € 500 mio

New way of thinking

Sensitive information

Standardisation important

Patient interest



Samen wil zorg!

100

[illegible]

the end of the day.

[illegible]

*Analyse vanuit het Instituut voor
Informatie Wetenschappen*

*Analyses vanuit het Instituut voor
Langdurige Winkelingen*



**Nederlands Tijdschrift voor
Briljante Mislukkingen**

Editie Zorg, No. 1 | december 2017



Discussion



100



100



11



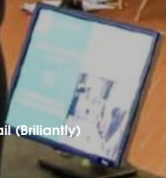
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Award

for the most valuable learning
experience in the SELFIE Programme





(Brilliant) Failure is
a NECESSITY

