Brilliant Failures©

Embrace the Unknown, Learn from the Unexpected

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Complexity

This requires **Dynamic Systems Thinking**
Dealing with Complexity

• Dealing with Change
• Dealing with Others
• Dealing with Uncertainty

• DEALING WITH REALITY!
A well-known formula

\[ NT + OO = EOO \]

New Technology
Old Organisation

-------------------------- +
Expensive Old Organisation
Holistic view on Value

1. **Financial** Value
2. **Societal** Value
   a. Social Capital
   b. Natural Capital
3. **Intellectual** Value
   a. Knowledge Capital
   b. Relational Capital
   c. Structural Capital

From **Business Case** to **Value Case**!
A Business Case is a set of lies that make management decide what we want them to decide.
Your plan
Your plan vs. Reality
a. Follow herd mentality
b. Don’t take initiative
c. Act predictably
d. Are thin-skinned
e. Sprint from crisis to crisis
f. You don’t hear them

Who wants to win this prize?
MAY YOUR LIFE BE AS AWESOME AS YOU PRETEND IT IS ON FACEBOOK
How to prepare Entrepreneurs?
How to prepare Entrepreneurs?
At Business schools, incubators, start-up programs, etc. we learn the skills to start-up a company, but...

More than 90% of start-ups fail!

Who is teaching how to start-down?
35 ways to kill innovation

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
FAIL = First Attempt In Learning

“Sometimes You Earn, Sometimes You Learn”
Pace of learning exceeds the rate of change:

\[ L > C \]

Trial and error is sometimes the only way forward!
Reflection is an important mechanism for learning.
2nd Chance

• How do we deal with failure?

• Do we allow for a second chance?
Don’t destroy Entrepreneurial Capital!

Start-up
Knowledge from theory + learning while doing

Start-down
Knowledge from practice

Second Chance
Knowledge from theory + practice + learning while doing
Brilliant Failures

BF = V x I x R x A x L

V = Value
I = Inspiration
R = Risk Management
A = Approach
L = Learning
16 archetypes

- Junk
- Elephant
- Banana Peal
- Right Brain Half
- 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
4 Levels

- System Failure
- Organisation Failure
- Team Failure
- Individual Failure
Een Briljante Mislukking is niets anders dan een goed voorbereide poging om iets te realiseren met een andere uitkomst dan gepland en een leereffect.

Lessen delen, projectoverstijgend!
Maar ook Stimuleren dat mislukte pogingen na analyse en met nieuwe inzichten alsnog een tot succes kunnen worden.
ecoprocura Award
for the most Brillantly Failed procurement project

INSTITUTE OF BRILLIANT FAILURES