



Brilliant Failures[©]

Innovating together, Failing together, Learning together

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Chairman Personalised Healthcare Catalyst Foundation
CFO (Chief Failure Officer), Institute of Brilliant Failures



“

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





Describe in max three words your most recent failure

watering my plants

a new hiring

make daughter listen

studying

login to teams

making dinner

forgot christmas calendar

login own webinar

killed my plant

swim more often

doing more workout

implementation

do a workout

not getting funding

eating chocolate daily

burned ginger bread





Project Plans

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

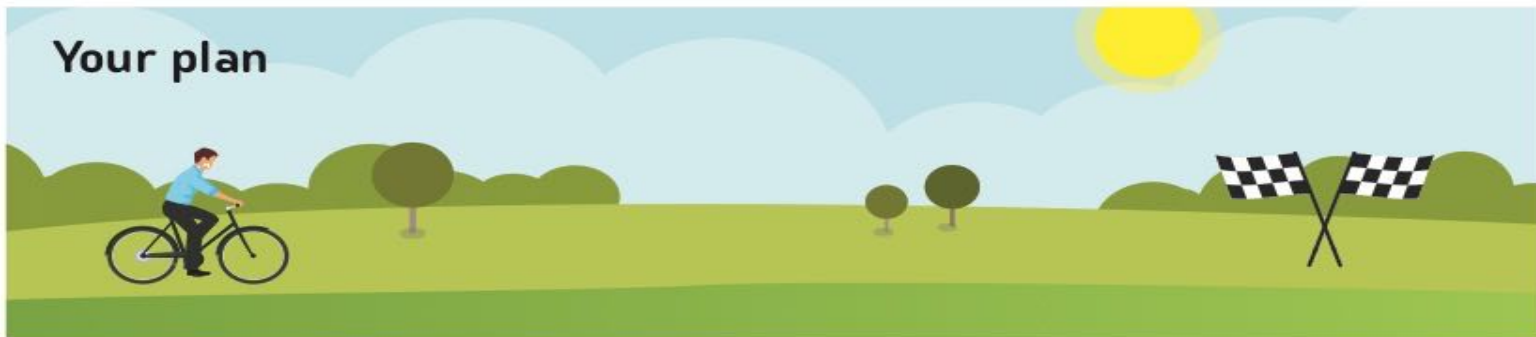


"Before I make my decision, I'd like to see those meaningless statistics again"

Uno Moralez
Credits



Your plan

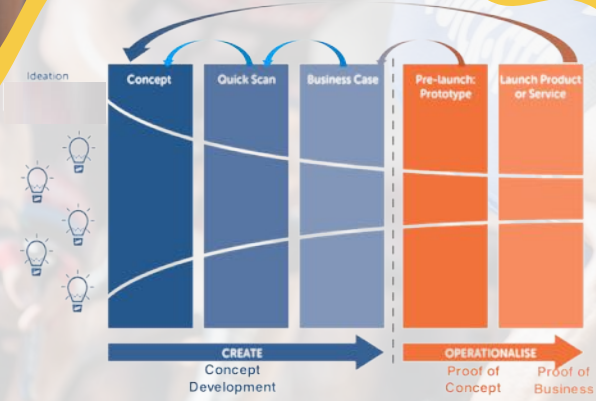


Reality





THE LAST MILE



Innovation = Anticipation
Implementation = Value Creation
Proof of Concept \neq Proof of Business



A well-known formula

$$NT + OO = EOO$$

New Technology
Old Organisation

----- +

Expensive Old Organisation

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”

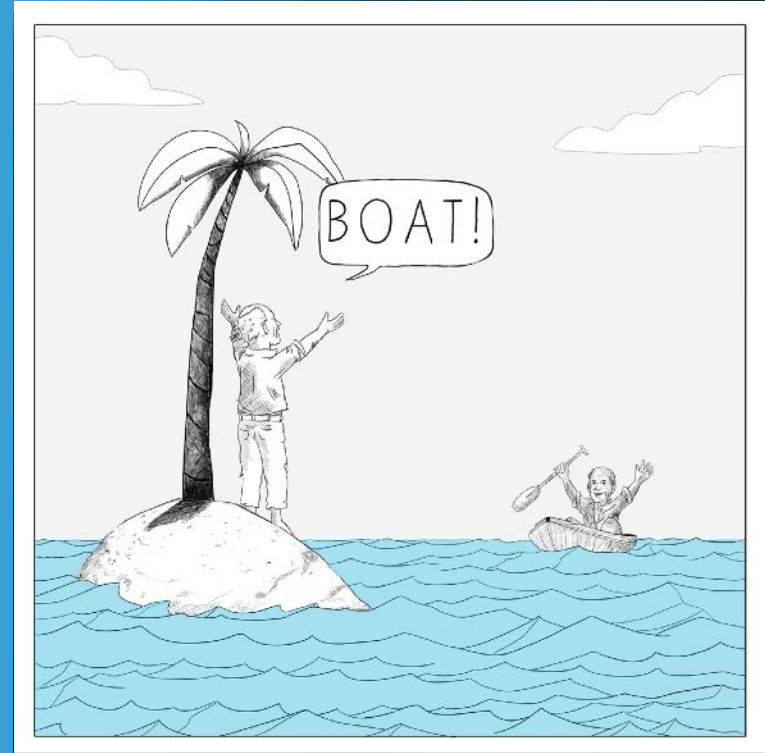


Different Perspectives





Different Perspectives





From Cost of Failure

towards

Value of Failure

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.





High

Psychological Safety



Low

Low

Performance Pressure

High



My work environment could best be described as a zone of





UNIVERSAL DECLARATION

Right to Fail Brilliantly



Preamble

Whereas there is a common ambition to succeed and good preparation, a project and/or activity may turn out differently than planned or desired.

Whereas a 'Brilliant Failure' is an attempt to create value whose originally intended result wasn't achieved, even though no avoidable or culpable mistakes were made, actions were learned and learning experiences are being shared.

Whereas recognizing the right to fail brilliantly is a basis for psychological safety and personal and organizational evolution, and therefore a basis for the ability to forgive, look into perspective, and learn from failed attempts, not only at an individual but also at the organizational level.

Now, therefore, the Institute of Brilliant Failures proclaims that every individual and every organization, keeping this Declaration constantly in mind, shall strive to promote respect for these rights and freedoms and by progressive measures to secure their universal and effective recognition and observance:

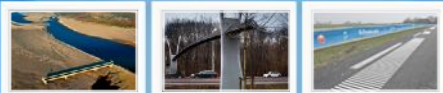
- ARTICLE 1**
Every person has the right to have their failed attempts be forgiven and put into perspective and to learn from them.
- ARTICLE 2**
Every person in every layer of an organization or society has the right to fail brilliantly.
- ARTICLE 3**
You have the right to psychological safety and personal evolution.
- ARTICLE 4**
You have the right to try.
- ARTICLE 5**
You have the right to protection of your reputation.

PAUL ISKE
CHIEF FAILURE OFFICER

Paul Iske

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





FFAK

Failure First Aid Kit



DENY

Receive a number of conflicting appointments, making your denials trustworthy.



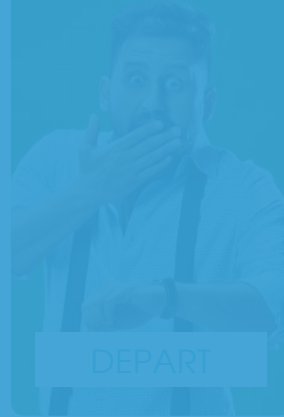
DOWNPLAY

Via SMS, you will receive 4 examples of small failures that you can use for downplaying your failure.



DEFER

You will receive four options for passing the problem off to someone else, including 2 colleagues and 2 external parties.



DEPART

We will order an Uber taxi immediately, which will be ready to pick you up within 10 minutes at the rear entrance.



ACCEPT

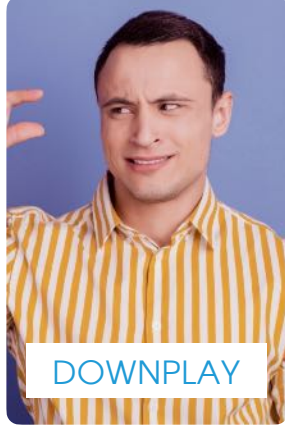
Congratulations, you have executed the right to fail (brilliantly)! Tell everyone how proud you are and that you are happy to share your experiences.





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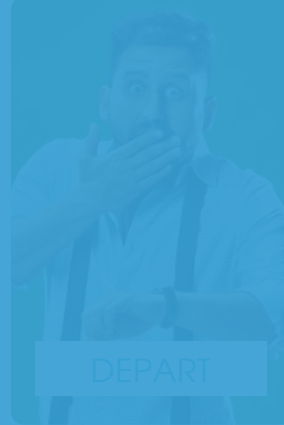
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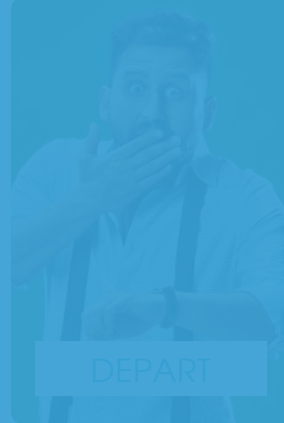
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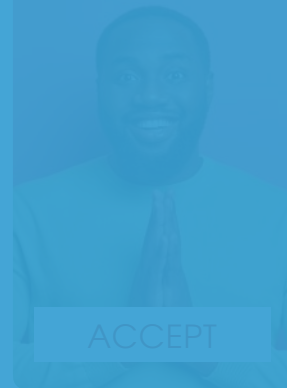
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Bridge of Honduras

A white rectangular sign with rounded corners and a blue border. It features a blue icon of a car on a bridge and a blue arrow pointing right. Below the icon, the text "Bridge of Honduras" is written in a bold, blue, sans-serif font.





€144.000

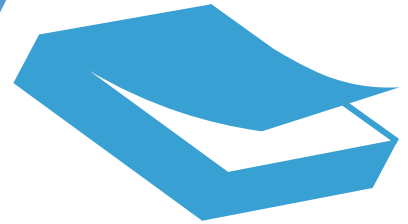








Canyon



Post-it



Renewal & Uncertainty



Worn-in patterns



Knowing when to stop

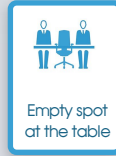


Experimentation – 'If we knew what we are doing, we wouldn't call it research'

Politics & Interests



Advantage for one is disadvantage for the other



Not all relevant parties are involved



Not all decisions are taken rationally

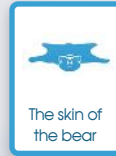
Time & Space



The right time



There is room for one solution only



Declaring success too early

Adaptivity



One problem can be replaced by another

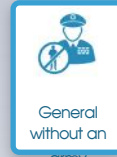


Unforeseen circumstances with impact



Serendipity: the art to discover something important by coincidence

Resources



The right idea, but without the resources



The total is more than the sum of the parts

Complexity



As simple as possible, not simpler



Small things can have big impact





FAILURE INTELLIGENCE



€144.000



FAILURE INTELLIGENCE



- De cultuur van Acapulco
- De winner tegen IT-af
- De Cifara
- De generaal zonder leger
- Caron
- De rechter-wieserhoff
- Post e
- De heer die aan tafel
- De huid van de beer
- Het Einstein-punt
- Gederra
- De zwarte zwaan
- De baronesacht
- Jerk
- Verkeerde Portamonnee
- De brug van Honduras





Ruime vergoedingen en als er wat is dan kun je dag en nacht terugvallen op de vertrouwde hulp van de ANWB Alarmcentrale.

Bereken je premie



Friesland verwijdert 'zingende' weg

Updated 10 apr. 2018 09 apr. 2018 in BINNENLAND



LEES VOOR

JELSUM - De provincie Friesland gaat de autoweg die het Friese volkslied zingt weghalen na klachten van omwonenden. De weg begon als een ludiek initiatief, maar het pakte volledig verkeerd uit.



© PROVINCIE FRIESLAND

Het was slechts een proef, benadrukt de provincie. Automobilisten vonden het ook hilarisch: steeds als ze voorbij reden en de ribbelmarkering passeerden, begon het Friese volkslied te spelen. Sommigen keerden terug en gingen zelfs spookrijden - alles voor een nieuw deuntje.

Advertentie



Tesla Model 3 leasen?

Mobility Service [Openen >](#)

LAATSTE NIEUWS

- 16:22 **PREMIUM** Thuiswerken Kamerlid zet veiligheid op het spel
- 15:41 Vader mishandelt dochtertje (3) aan boord van vliegtuig
- 15:04 Indringers woning in Eersel mishandelen bewoners
- 14:37 Mishandeling in woning: 'Ze hebben niks meegenomen'
- 14:29 Iraans gezin op autotrailer ontdekt in Vlissingen
- 14:20 **PREMIUM** 'Vitale organisaties reageren te laks op bedreiging Citrix'
- 13:49 Dronken man vouwt bezem om auto'spiegel



O Fryske grûn

provinsje fry
provincie fr

**Deze weg zingt het Friese volkslied
als je eroverheen rijdt.**



Ruime vergoedingen en als er wat is dan kun je dag en nacht terugvallen op de vertrouwde hulp van de ANWB Alarmcentrale.

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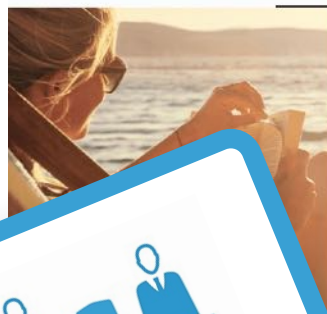


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Friesland verwijdert 'zing

Friese volkslied zingt weghalen na klachten van...
lig verkeerd uit.



Empty spot
at the table



The right brain
hemisphere



Lightbulb



The bridge of
Honduras



© PROVINCIE FRIESLAND

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hilarisch: steeds als ze voorbij reden en de ribbelmarkering passeerden, begon...
Friese volkslied te spelen. Sommigen keerden terug en gingen zelfs spookrijden - alles
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- erken Kamerlid zet... spel
- delt dochterje (3) aan boord
- woning in Eersel mishandelen
- ndeling in woning: 'Ze hebben niks...
genomen'
- ans gezin op autotrailer ontdekt in...
lissingen
- PREMIUM** 'Vitale organisaties reageren te...
laks op bedreiging Citrix'
- Dronken man vouwt bezem om...
autospiegel



PROJECTS (92)

Filter projects



Norway Hurtigruten Corona

The Flasco with the cruise ship Roldal Amunsen of the...

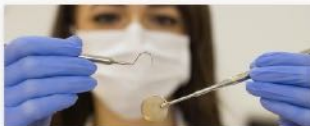
Hurtigruten and other cruise lines suffered heavy losses during Corona, there were no passengers and they were still on the water. When there were fewer infections in early July and new and stricter measures were introduced, Hurtigruten decided to be the first to restart cruises. This did not go according to plan, there were 16 crew members who had not adhered to the rules and as a result severa...



Zoom ICT

Zoom's growth is outpacing its security

Zoom suddenly became extremely popular during the corona pandemic. During the lockdowns, everyone wanted to use the handy video calling program. The enormous increase in users created problems in the field of privacy and security. These errors have damaged Zoom's image; many parties no longer want to use the program. Zoom is working hard to fix the problems.



Dentist chain Curaeos Investment

Curaeos dental practice chain

Curaeos is a chain of about 190 dental practices. The owners are the Swedish venture capitalist EQT and pension investor PGGM and bought Curaeos in 2017. This investment was not a success, they now have to write off half a billion for this investment.



Biomass power plants Climate Government

Biomass power plants: superfluous or inevitable?

With biomass plants, the government wanted to ensure that the climate objectives would be achieved. The government allocated 16 billion euros to build 628 biomass plants. Objections quickly arose against the biomass plants; they would not be as CO2 neutral as was assumed and there would be more useful ways to use the biomass.



South Africa Football Ajax

Ajax Capetown

After 20 years, Ajax stops working with the satellite club Ajax Capetown. At the satellite club Ajax wanted to train talents using the Dutch method and when players would break through locally, bring them to the Netherlands. The Dutch method turned out to work less well in South Africa and it was also difficult to do business abroad.



Journalism America The Correspondent

The Failed Correspondent

In 2018, the idea arose to launch an English-language extension of De Correspondent magazine, a digital platform for journalism: The Correspondent. Editor in chief Rob Wijnbergen and publisher Eric-Jan Pfauth started campaigning and this was a success. Unfortunately, during the corona pandemic, the magazine lost many subscribers and the expansion was halted on January 1, 2021 due to...



Pharmaceut/cals Arthritis Galapagos

Galapagos osteoarthritis medicine

The Belgian-Dutch pharmaceutical research company Galapagos, together with the French company Servier, tried to find a remedy for osteoarthritis. Unfortunately, the drug did not work in the second phase of the study. The preliminary phase had cost tens of millions. After the investigation was halted, the Galapagos share price fell dramatically.



Government Corona Lockdown

Lockdown in the Netherlands

When the number of corona infections rose after the summer of 2020, the government introduced strict measures to contain the second wave before Christmas. This was due to a lack of correct information, the number of people involved and the associated differing opinions, changing circumstances and the connection with other problem topics.





Q Searching for a learning experience...



ARCHETYPE

The wrong wallet

The advantage of one is a disadvantage of the other

In complex situations it is sometimes difficult to estimate where the advantages and disadvantages of a project occur. It regularly happens that the change is positive for the system as a whole (savings, better service, better public health), but that this is at the expense of one or more parties within the system. When it comes to money, compensation from the collective is sometimes necessary to create an acceptable, win-win (or not lose-not lose) situation, where one person's wallet is not filled by the others.

[VIEW RELATED PROJECTS](#)



10 RECENT LESSONS

- 1. Better Life quality mark**
It is more expensive for farmers and slaughterhouses to adapt to the rules of the label than to produce animal products using their existing methods.
- 2. Greening European agriculture**
European member states have little desire to adhere to strict and expensive rules and therefore do not cooperate well in changing policy.
- 3. Super League**
If this plan had gone ahead, other parties would have been duped, such as UEFA and other clubs. This while they did need it to be able to implement the plan, given that these parties also have their influence on, for example, international tournaments and youth training.
- 4. Government policy for the electric car**

PROJECTS (14)

Filter projects



Top sport Olympics

Hans van Breukelen with his initiative Topsupport

Hans van Breukelen founded Topsupport to support talented young top athletes and to link them to former top athletes. Mainly for sports with little money. They started to focus on the Olympic sports and the NOC-NSF saw this as a threat and they made it difficult for Topsupport to continue the program. After Topsupport was discontinued, the NOC-NSF implemented the developed program



E-health Prevention Government

The Health Deal, not a deal, but a promising follow-up

E-health offers many possibilities for prevention and stimulating a healthier lifestyle. Nevertheless, the use of e-health is still limited. Maarten Ploeg and Dick Hermans of VitaValley designed an ambitious plan to bring different parties into line and to remove obstacles to implementation, the Health Deal. That turned out to be more difficult than expected.



Cardiac rehabilitation Prevention

Who finances lifestyle in cardiac rehabilitation?

Beware of the chicken-egg problem. When parties are enthusiastic, but first ask for the burden of proof, check carefully whether you have the means to provide that burden of proof. And projects aimed at prevention always remain difficult, as long as no owner of the problem has been found.



Myomas Gynecologists Uterus

Results achieved in the past

Rather than removing the uterus from fibroids, Jim Reekers wanted an embolization of the blood vessels that feed the fibroid, a significantly cheaper option that results in shorter admissions and is less invasive than the standard procedure. Unfortunately, the plan failed because it was not to the advantage of the treating gynecologists to send their patients to another specialist.



COPD Lung disorders Hospitals

Better and cheaper COPD treatment costs healthcare...

Admission data from patients with the lung disease COPD showed that a small group of patients is responsible for many hospital admissions. Is re-admission necessary and how can we prevent or reduce this? The survey revealed a number of points for improvement. Despite the good results, the project is under pressure due to funding. Many people with COPD do not have additional insurance...



Cardiac arrhythmias Data NOACs

Introduction of NOACs for the indication atrial fibrillation,...

The intention was to successfully and carefully introduce a new group of anticoagulants (NOACs) for the prevention of strokes in patients with atrial fibrillation (a type of cardiac arrhythmia in which the heart beats irregularly and usually faster), leading to uncertainties about the safety of the use of these agents, daily practice can be eliminated. Unfortunately, it failed because there were many...



Lyme Health insurers

Lyme disease - cured, not insured

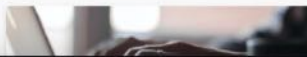
There are patients with chronic Lyme associated complaints without demonstrable organic abnormalities for whom treatment according to the Dutch guideline does not help. The goal of the Lyme Expertise Center Maastricht (LECM) is to help those people as well. The results were good, but the problem is in the compensation. The health insurers only accept claims based on existing diagnosis...



GGZ Affordable care Funding system

Towards a new model for health care demand typing...

The funding model of medical mental health care (mental health care) is due for replacement; many different parties agreed on this. In 2015, the Dutch Healthcare Authority (NZa), on behalf of the Ministry of Health, Welfare and Sport (VWS), therefore started a process to further develop the alternative healthcare cluster model. All parties involved expressed their commitment in 2015, but the...






PROJECTS

Who finances lifestyle in cardiac rehabilitation?


VIEW DISCUSSION

Summary Goals Approach Results **Lessons** Videos (1)


Lessons

 **The wrong wallet**


Saving and prevention are difficult to invest. The new cardiac rehabilitation would not generate direct financial profit and, according to the business case, the financiers would not directly benefit from funding. The (financial) benefits are visible in other places.

 **The diver of Acapulco**

Besides the financing problems, the time was perhaps not yet right. The lead time of one and a half years did not match the guidelines and financing structure. Whether the supply remained the same and the quality would improve did not seem obvious to everyone - was it not better to simply continue to comply fully with the guidelines? Despite the fact that scientific research substantiated the importance of lifestyle, dietetics and lifestyle came under scrutiny during the same period. Does this really belong in the second line? The inspectorate thought so, given the assessment of the ZMC. Other parties thought it was more for primary care or for the patient himself. It was therefore uncertain whether 'losing weight' and 'quitting smoking' would remain in the insurance package.

 **General with no army**

Splitting the realization into smaller steps could also have provided a possible solution to the financing problem. If 75% of the new process had already actually been realized, there might have been more enthusiasm for financing.

 **The empty chair**

As soon as the concept was implemented and proven itself, other hospitals would also be visited. This step could have been taken at an earlier stage, in order to organize more support from the 2nd line for this approach.



Archetypes

Project overview

SECTOR
Healthcare

CASE OWNER
Admin IvBM

PROJECT DATE
01-12-2021

TAGS (2)
Cardiac rehabilitation Prevention



WAT WIJ DOEN

INSTRUMENTEN

PROJECTEN

NIEUWS

AWARD ZORG



Ontwikkelingssamenwerking



Publiekswinnaar 2011 -
Stoppen is een optie!



TEXT TO CHANGE -
Winnaar publieksprijs De



Vredeseilanden - Winnaar
Juryprijs De Brilljante

Publicatie Maart 2015

Fouten om van te leren

Briljante Mislukkingen Award Zorg 2014



In samenwerking met:



Briljante Mislukkingen Award Zorg 2018

4 December 2018
Ministerie VWS
14.30u - 17.30u

Een **Briljante Mislukking** is niets anders dan een goed voorbereide poging om iets te realiseren met een andere uitkomst dan gepland en een leereffect.

Briljante Mislukkingen Award Zorg

BRILJANTEMISLUKKINGEN.NL/AANMELDEN



Kom leren van onze **Nieuwe Helden** op de zeepkist





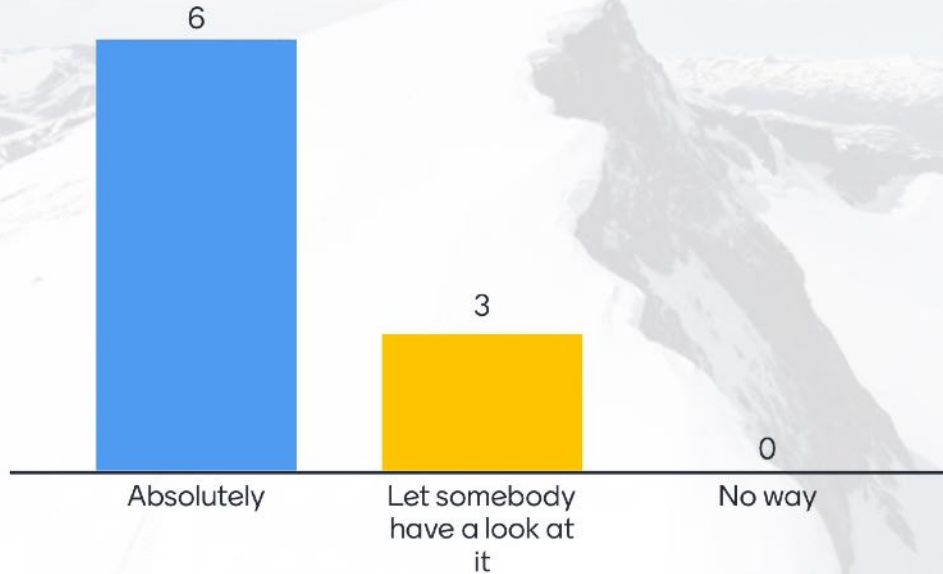
for
helse Award

for the most Brilliant Failure
in Forhelse





Should there be a program focusing on generating positive attention for (Brilliant) Failures in Forhelse?



SEE THE *Success* IN MISSING SUCCESS

FAILURE

“

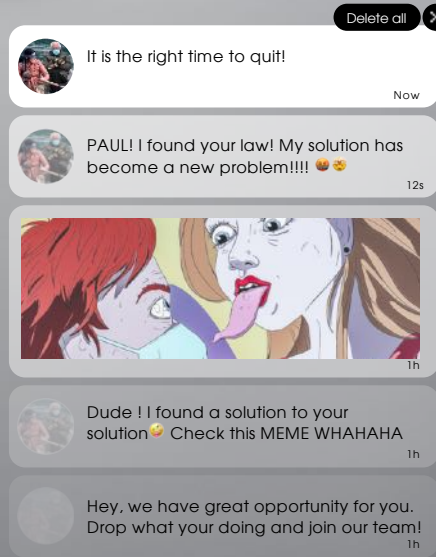
A success is a missed failure

Prof. P. Iske | Chief Failure Officer

”

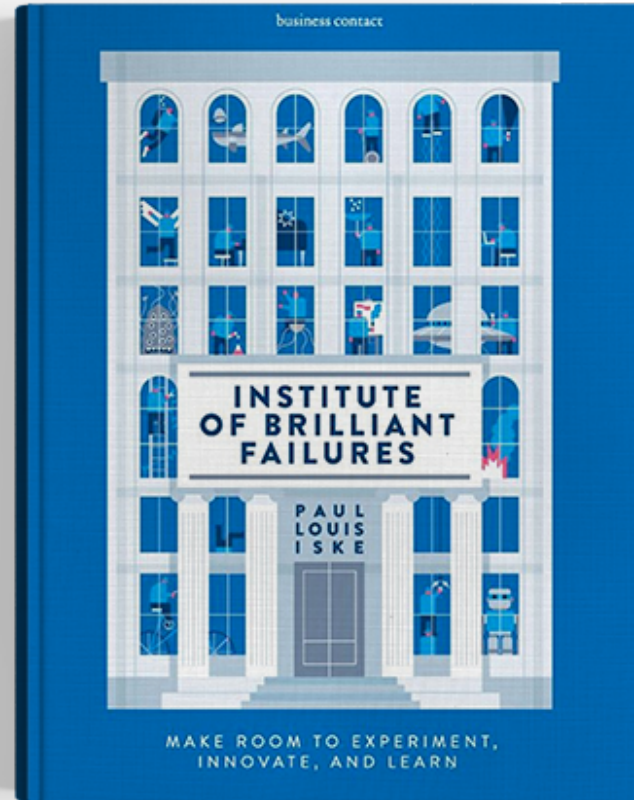


Wow!
Brains!





(Brilliant) Failure is
an **OPTION**





(Brilliant) Failure is
a NECESSITY

