



Failures and Those Who Love Them

WISE Spring 2020

Course schedule

Date	Topics
2/4	Introduction
2/11	Technology, Education, and Business
2/18	History and Politics
2/25	Sports and the Performing Arts
3/5	Conclusions

Info

- **Course materials**
- Course slides and related materials are available on <https://queenlake.com/wise/wise-spring-2020/failures/>.
- **Contact information**
- Karl Hakkarainen
kh@queenlake.com
508 829 5825

A framework for failure in the modern world

- Dweck, Carol S. *Mindset: the New Psychology of Success*. Random House., 2016. ISBN-13: 978-1400062751
- Taleb, Nassim Nicholas. *Antifragile: Things That Gain from Disorder*. Random House, 2016. ISBN-13: 978-0812979688
- Weinberger, David. *Everyday Chaos: Technology, Complexity, and How We're Thriving in a New World of Possibility*. Harvard Business Review Press, 2019. ISBN-13: 978-1633693951



Why is this man happy? Iowa state Democratic chair Tony Price

What could go wrong with an unnamed app by a company named Shadow, Inc. and owned by an organization named ACRONYM?

Dick Nixon had been ahead of his time; he had foreseen there would be a market for orange juice in America someday and had tried to package orange juice before instant refrigeration, dehydration or distribution was ready for store-bought orange juice. Nixon's orange juice soured; the venture failed. Had the venture succeeded, the nation might now be drinking "Nixon's Orange Juice," Nixon would by now have passed through and far beyond the presidency of the Whittier Chamber of Commerce, perhaps by now have become a captain of industry, a major contributor to political campaigns, a Regent of the University of California. Life set him on another course of experience in politics and learning. Yet the cast of the mind remained that of the small town; the faith remained that hard work, diligence, competition and luck would give reward.

Making of the President – 1968, Theodore H. White

RAW THOUGHT

Believe you can change

by Aaron Swartz

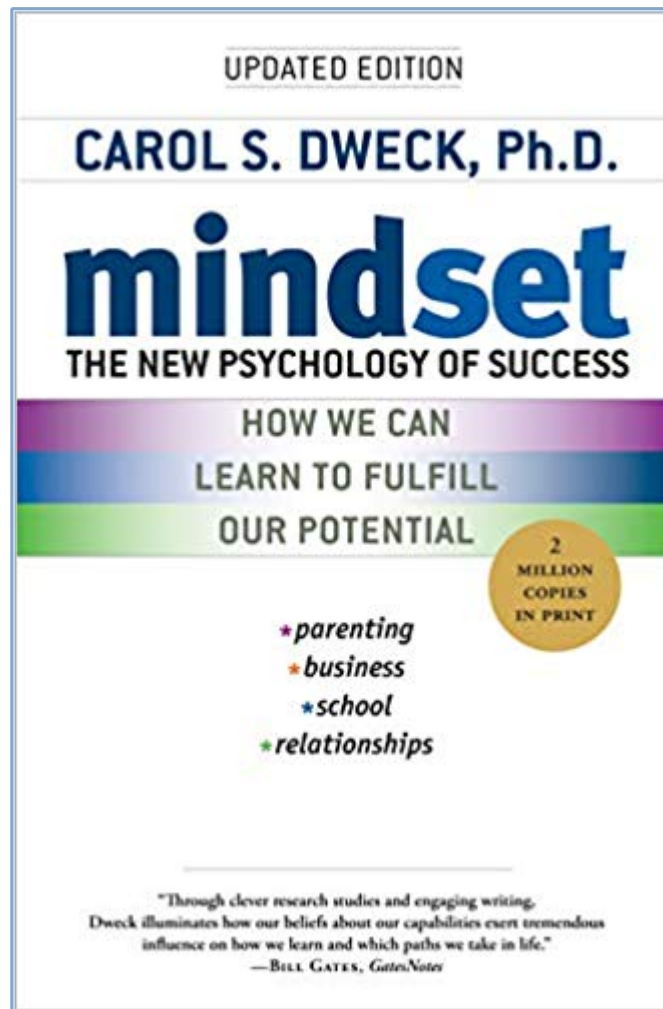
This post is part two of the series Raw Nerve.

Carol Dweck was obsessed with failure. You know how some people just seem to succeed at everything they do, while others seem helpless, doomed to a life of constant failure? Dweck noticed that too — and she was determined to figure out why. So she began watching kids, trying to see if she could spot the difference between the two groups.

Aaron Swartz on Mindset

What we'll learn

- Fixed and Growth Mindsets
- Anti-Fragility
- Living with Unpredictability
- Examples in
 - Technology, Education, and Business
 - History and Politics
 - Sports and the Performing Arts
- Where do we go from here?



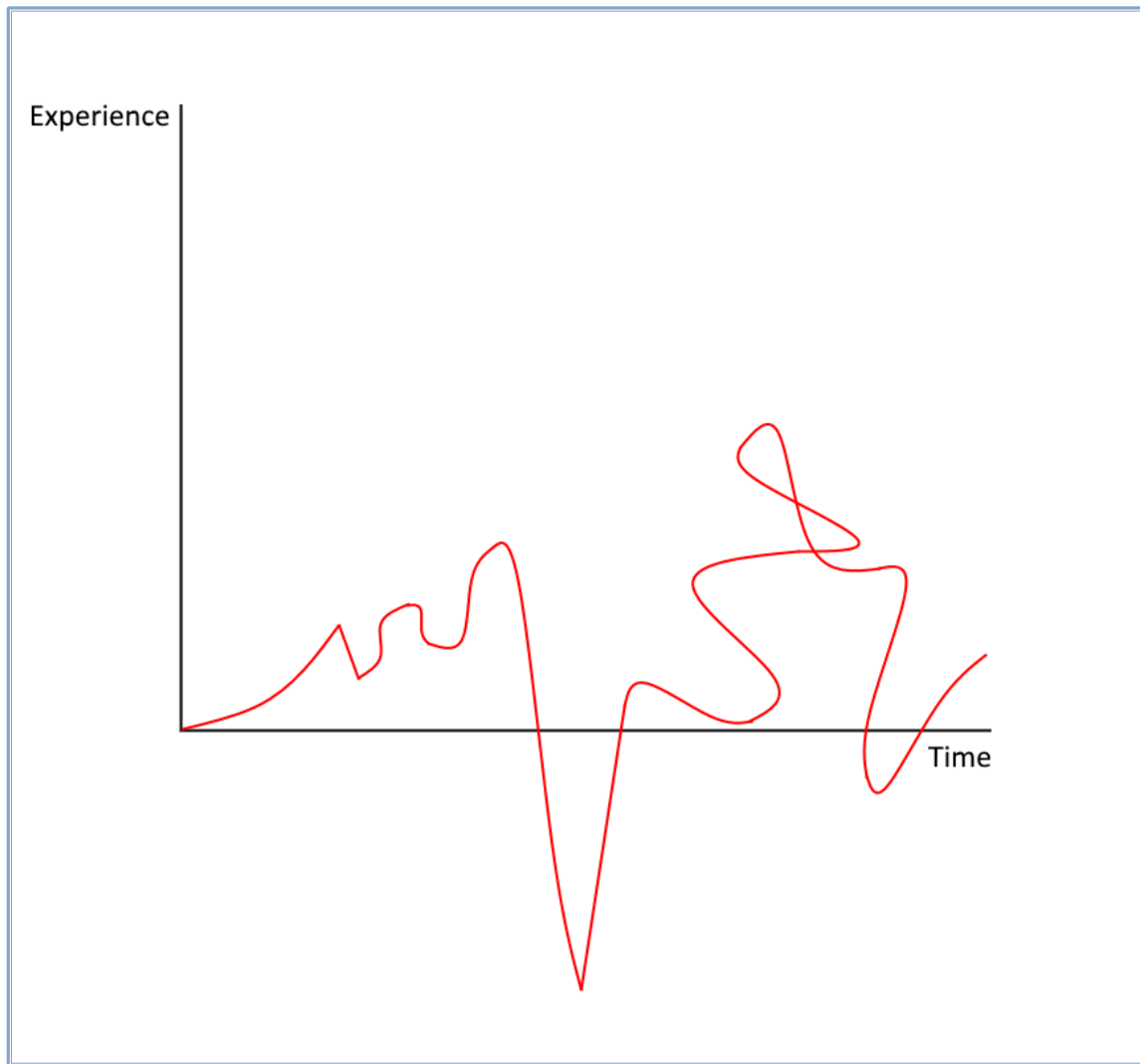
Mindset: The New Psychology of Success, Carol Dweck, 2007

Fixed mindset vs. growth mindset

RSA ANIMATE



Introduction to Mindsets



Who had a fabulous struggle today?

Comparing mindset

Fixed mindset

- ▶ Want to look good and validate their talents
- ▶ Effort is sign of failure
- ▶ Setbacks are demotivating

Growth mindset

- ▶ Finding success in doing their best, learning and growing
- ▶ Taking charge of the processes that bring success
- ▶ Setbacks are motivating

It's not what they learn from their mistakes; it's whether they want to learn it.

Skills, confidence, and fears

- Students with high abilities are often most worried about failure
- Success does little to boost desire for challenge
- Praise of abilities can often strengthen fear of failure
- Students with confidence in their abilities often do not want those abilities tested

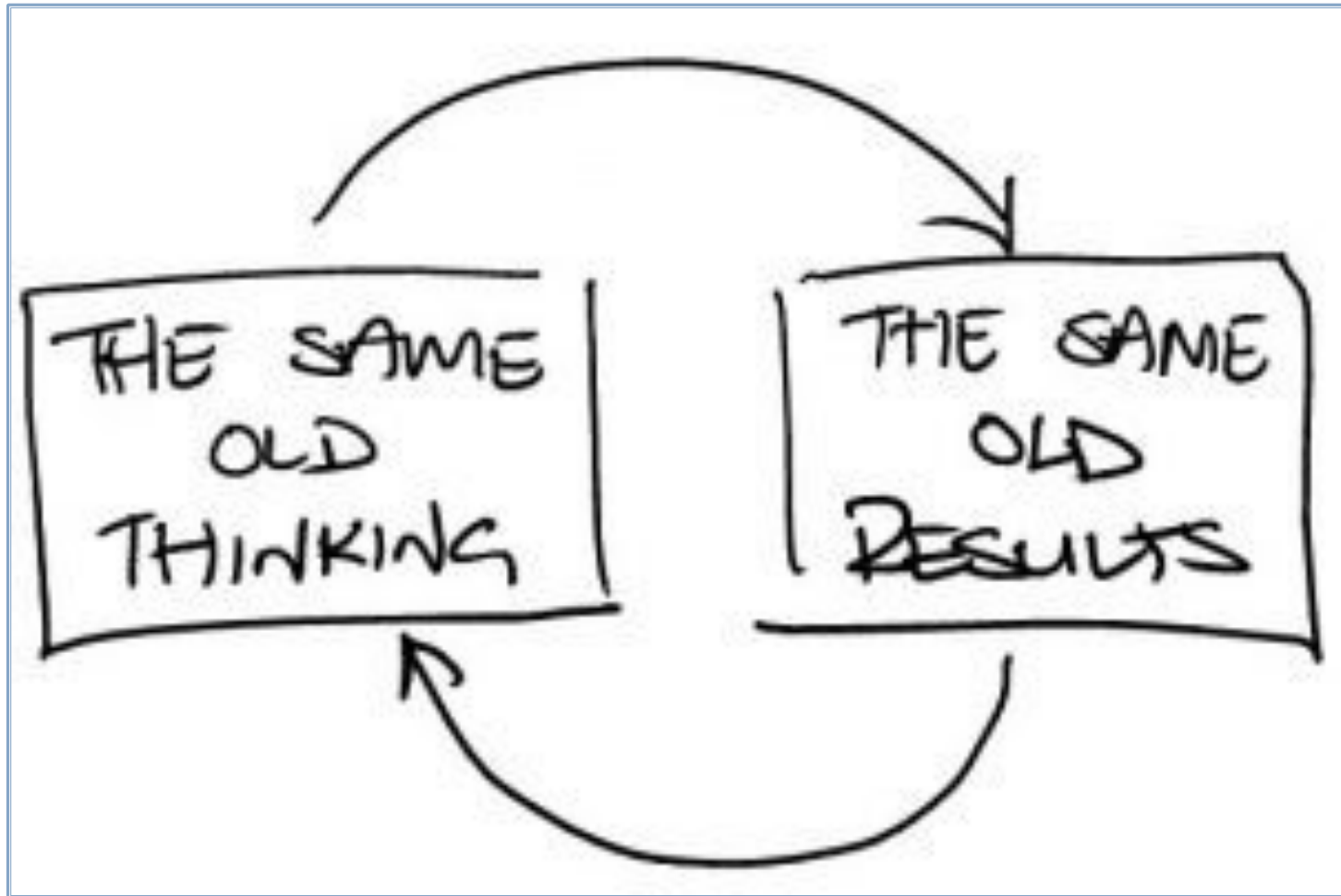
Self-theories : their role in motivation, personality, and development, Carol Dweck, 2002

Evaluation of Mindset Training

- Immediately after the intervention, students were more likely to take on challenging academic tasks.
- **The intervention produced statistically significant impacts on students' average academic performance.**
- Benefits may be greater for students with relatively low academic achievement before the intervention and schools in the midrange of the academic performance.
- **Using a Growth Mindset Intervention to Help Ninth-Graders,**
MDRC, 2019



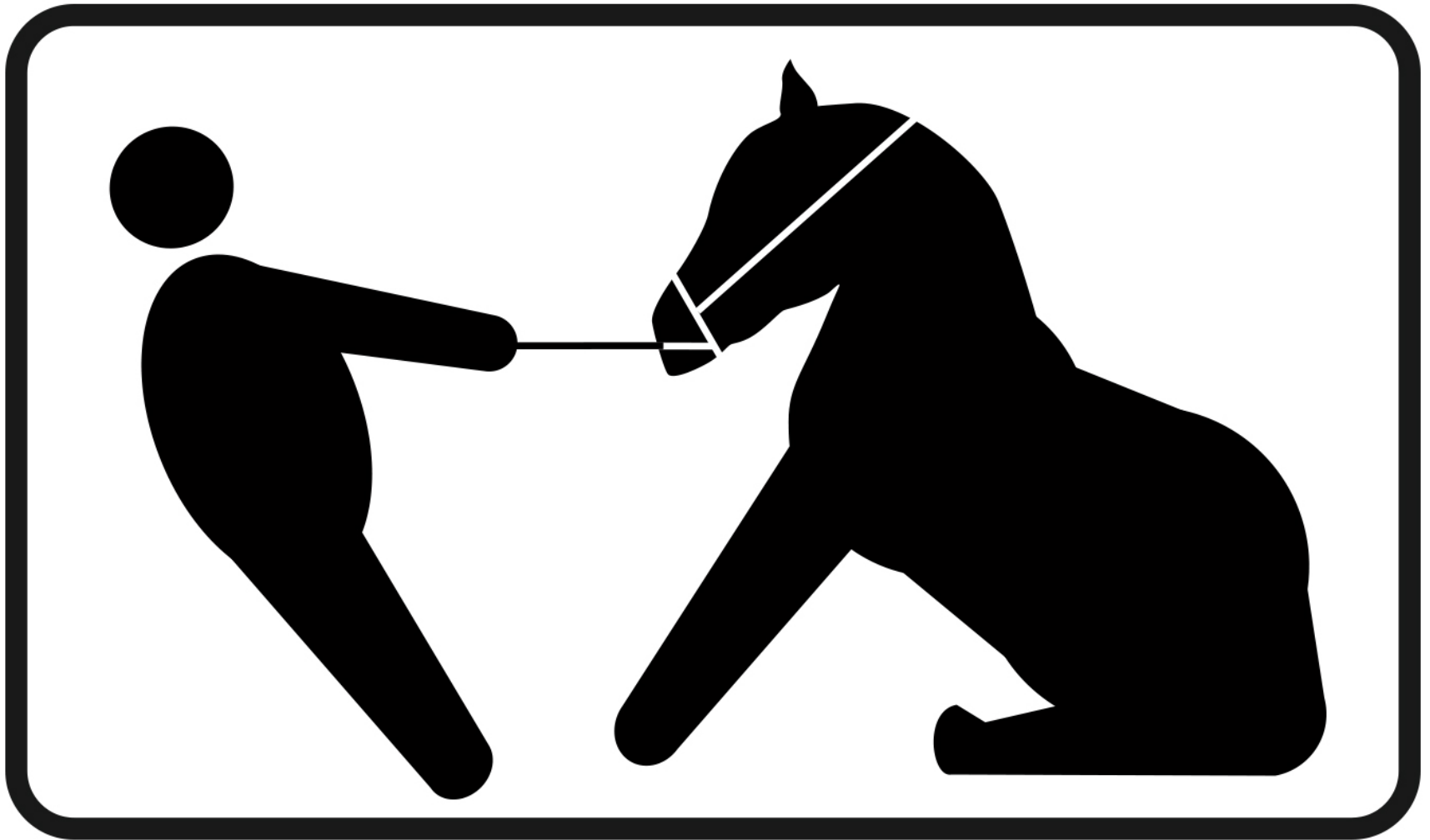
Developing Potential, The Power of Mindset – A Case Study



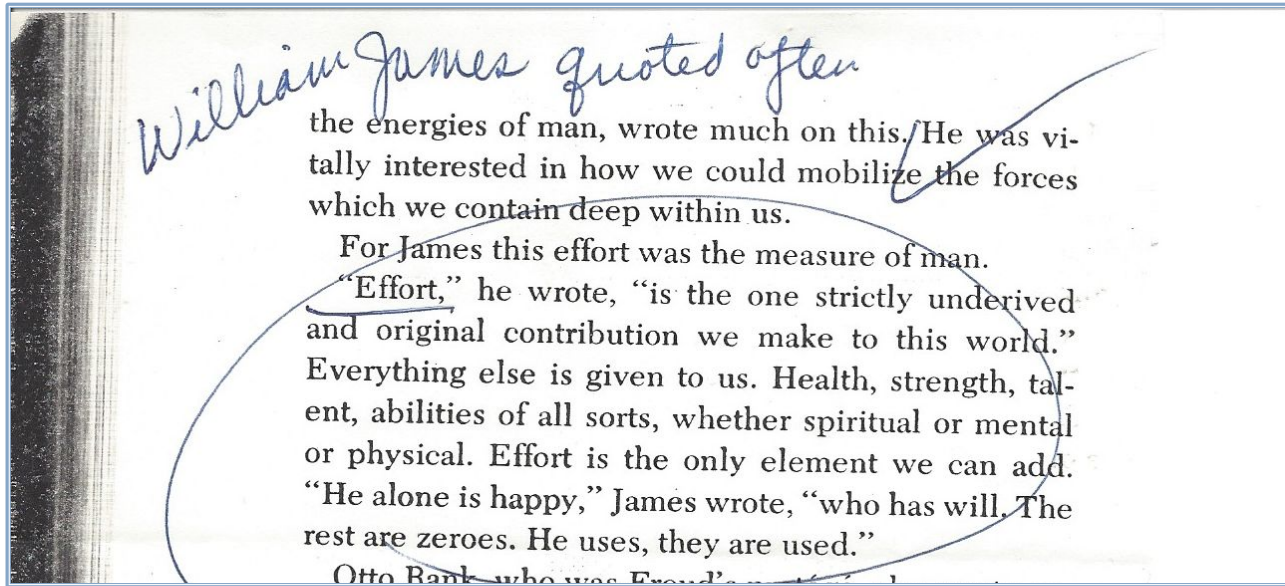
How We Used Power of Mindset at TJX



Training the Managers



Obstacles



Validation

Cultural context matters

- North American students tend to be motivated to pursue a goal when they can make personal choices, because that imparts them with a sense of control and autonomy.
- In contrast, although Asian students benefit from a sense of autonomy, they achieve even more when they are told that the goal has been set by important others.

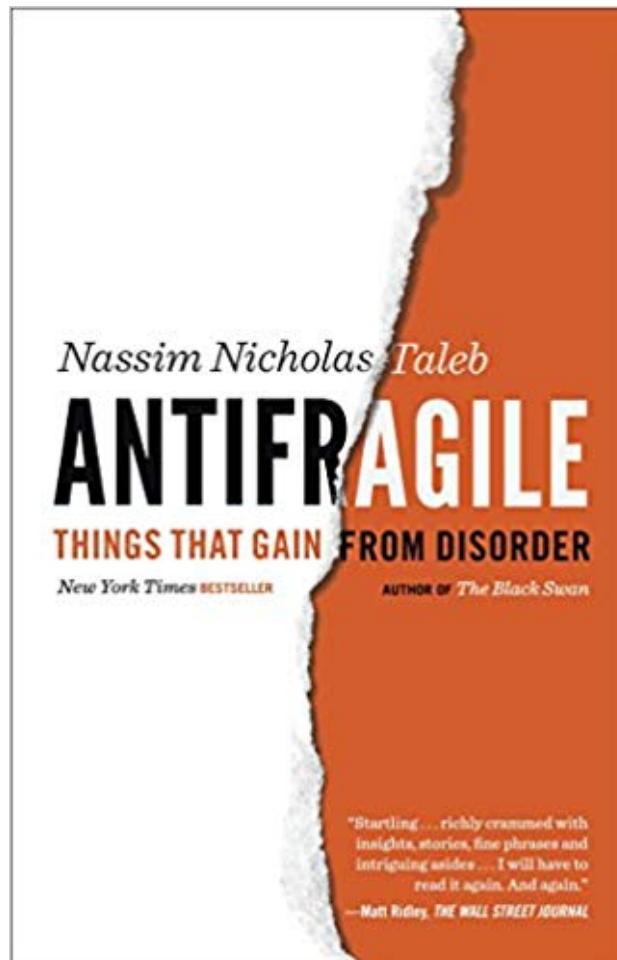
Iyengar, S. S., & Lepper, M. R. (1999). Rethinking the value of choice: A cultural perspective on intrinsic motivation. *Journal of Personality and Social Psychology*).



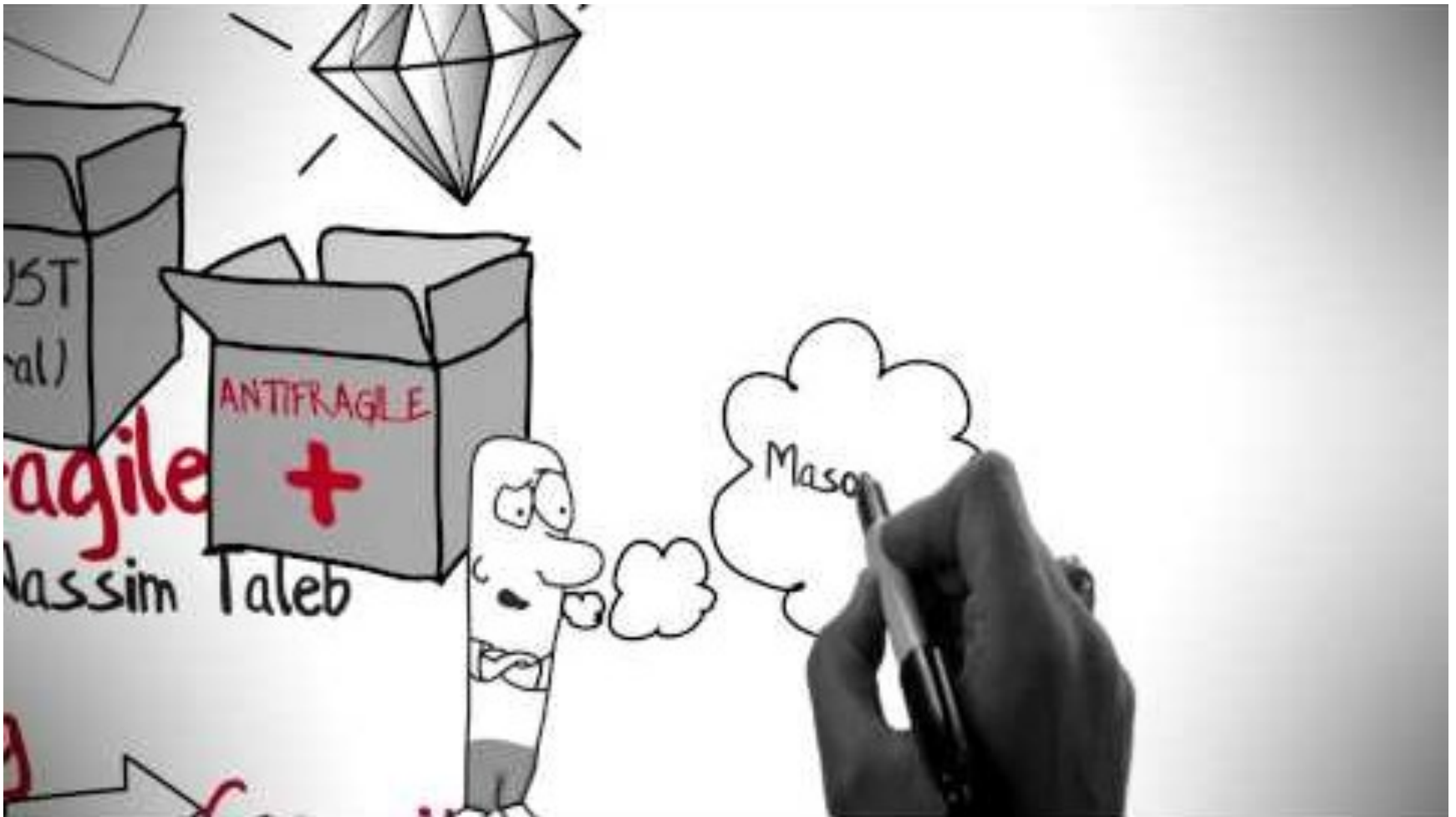
Unskilled and unaware of it – David Dunning and Justin Kruger (1999).



Resilience is not enough



Antifragile: Things That Gain from Disorder, Nassim Nicholas Taleb, 2014



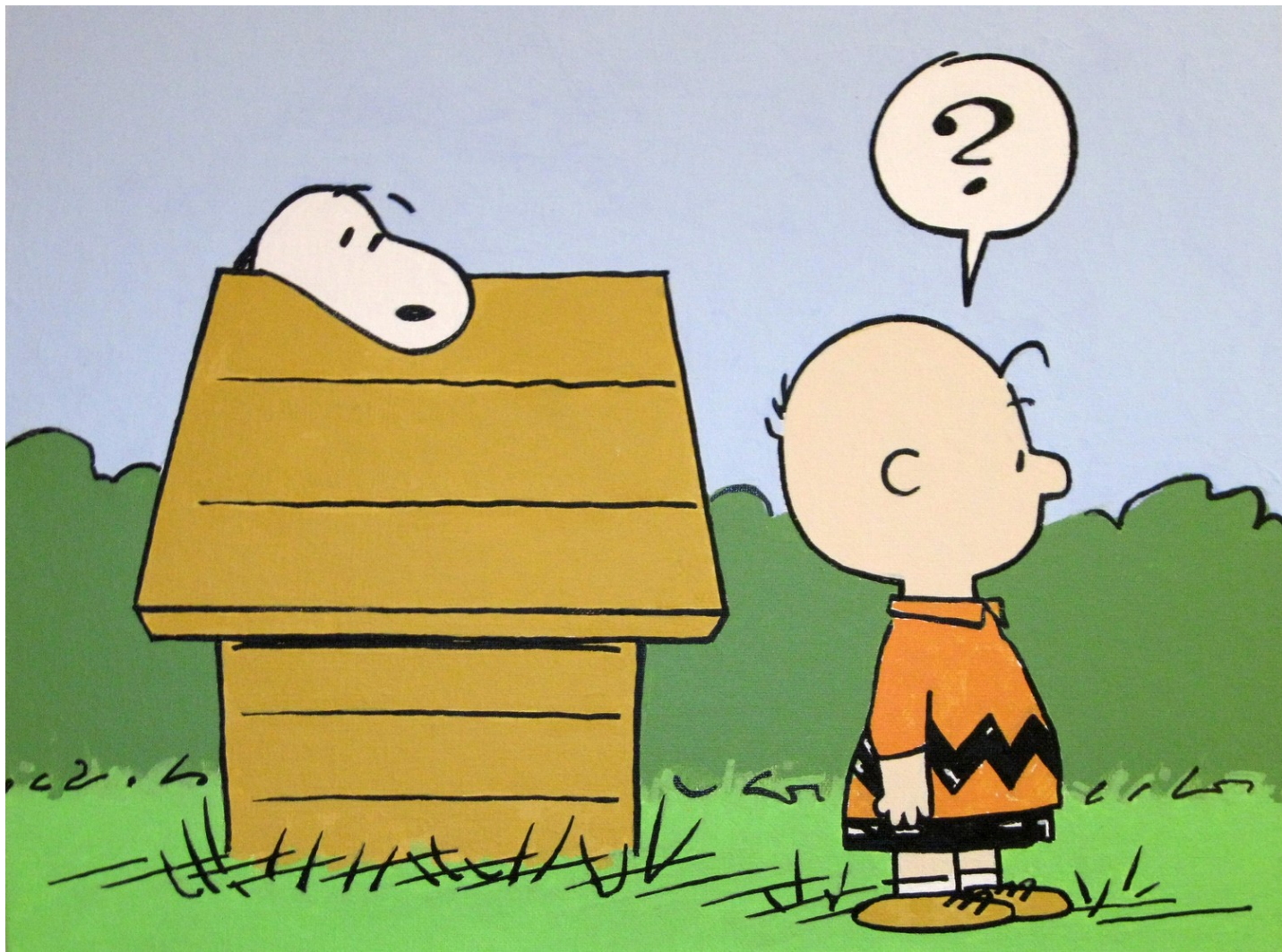
How to Build Mental Toughness – Antifragile by Nassim Taleb

THE NOVEL CORONAVIRUS emerging out of Wuhan, China has been identified as a deadly strain that is also highly contagious. The response by China to date has included travel restrictions on tens of millions across several major cities in an effort to slow its spread. Despite this, positively identified cases have already been detected in many countries spanning the globe and there are doubts such containment would be effective. This note outlines some principles to bear in relation to such a process.

Clearly, we are dealing with an extreme fat-tailed process owing to an increased connectivity, which increases the spreading in a nonlinear way [1], [2]. Fat tailed processes have special attributes, making conventional risk-management approaches inadequate.

Traditional resilience responses are inadequate

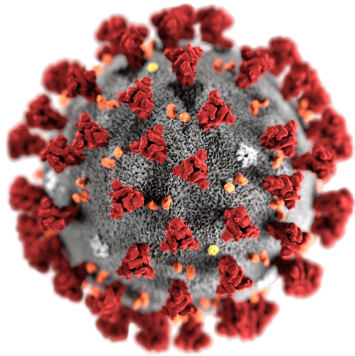
Joseph Norman, Yaneer Bar-Yam, and Nassim Nicholas Taleb, Systemic risk of pandemic via novel pathogens – Coronavirus: A note, New England Complex Systems Institute (January 26, 2020).



Questions?



Next Week – The Death of the iPod



Also, ...



A musical postlude