



# 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	<b>Conclusions</b>

# Info

- **Course materials**

- Course slides and related materials are available on <https://queenlake.com/wise/wise-spring-2020/failures/>.

- **Contact information**

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“We’ve had three 100-year floods in the past 21 years.”

UK – Prevent flood damage or adapt





## Vietnam and Covid-19

**Fixed Mindset**



**Growth Mindset**

**FRAGILE**

damaged by  
disorder



**RESILIENT**

unaffected by  
disorder



**ANTI-  
FRAGILE**

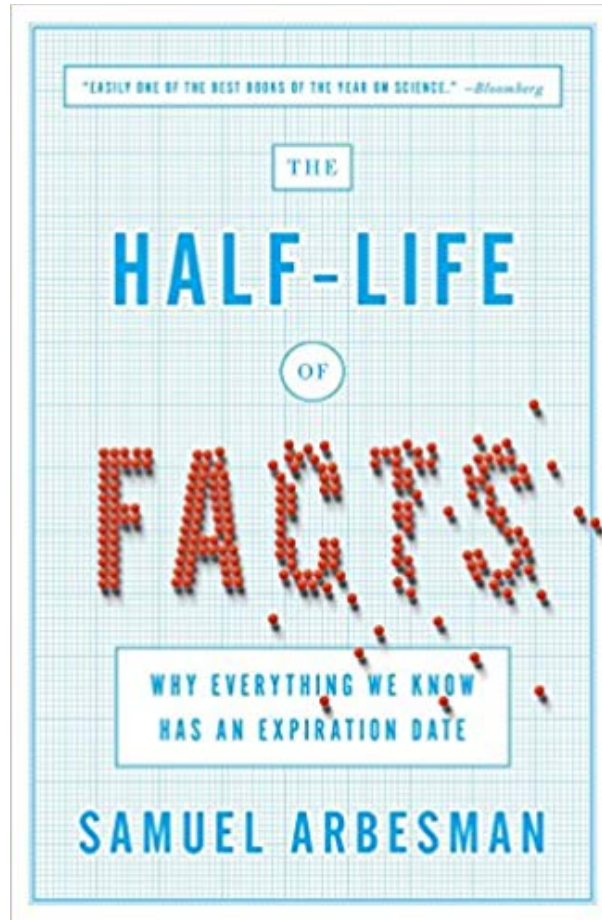
benefits  
from disorder

To recap ...

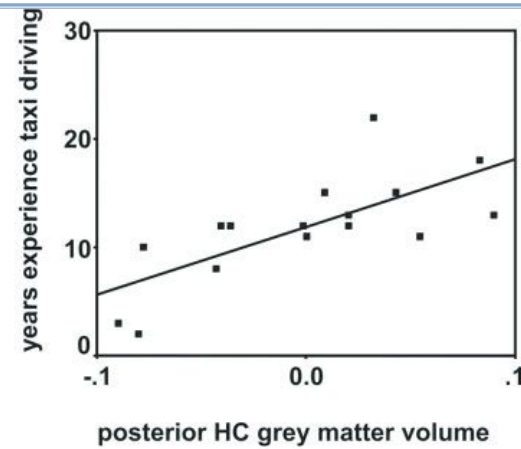
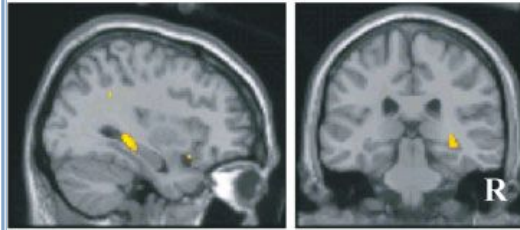
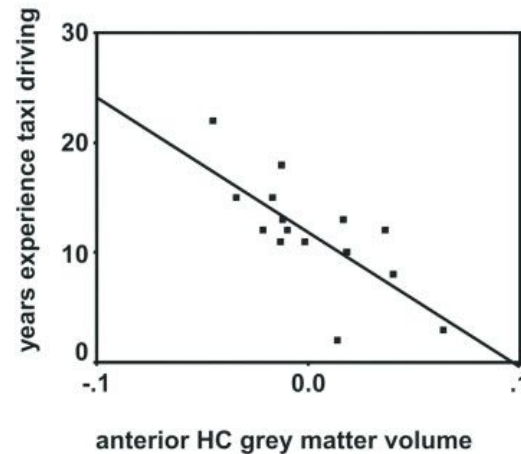
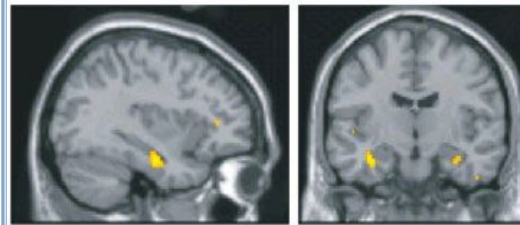


## The Myth of the Gendered Brain



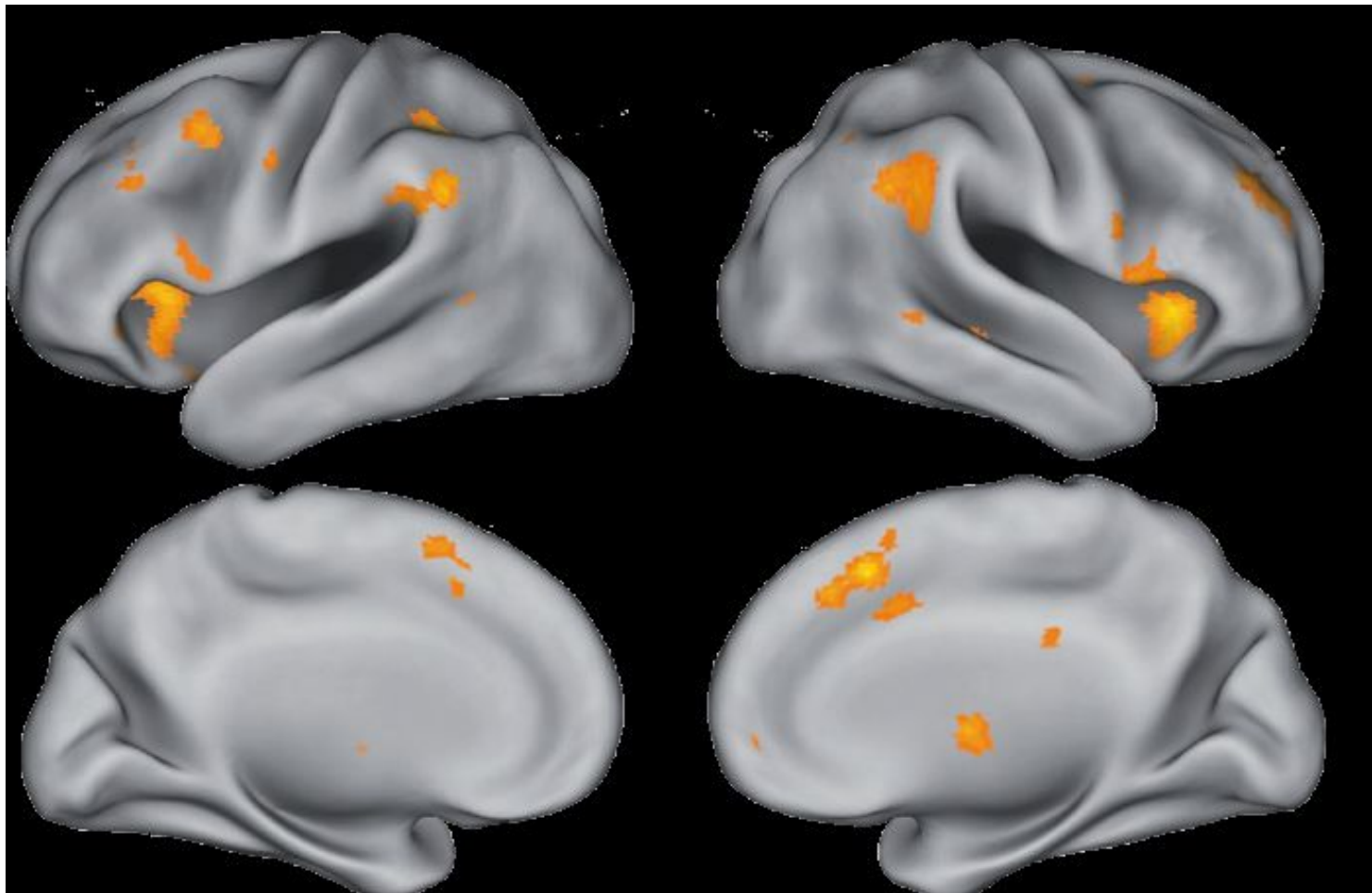


## The Half-Life of Facts, Samuel Arbesman, 2013

**A****B**

## Size of hippocampus in London cab drivers

See notes for citation



We can't (yet) detect lies with brain imagery

f MRI and Lie Detection (See notes for citation)

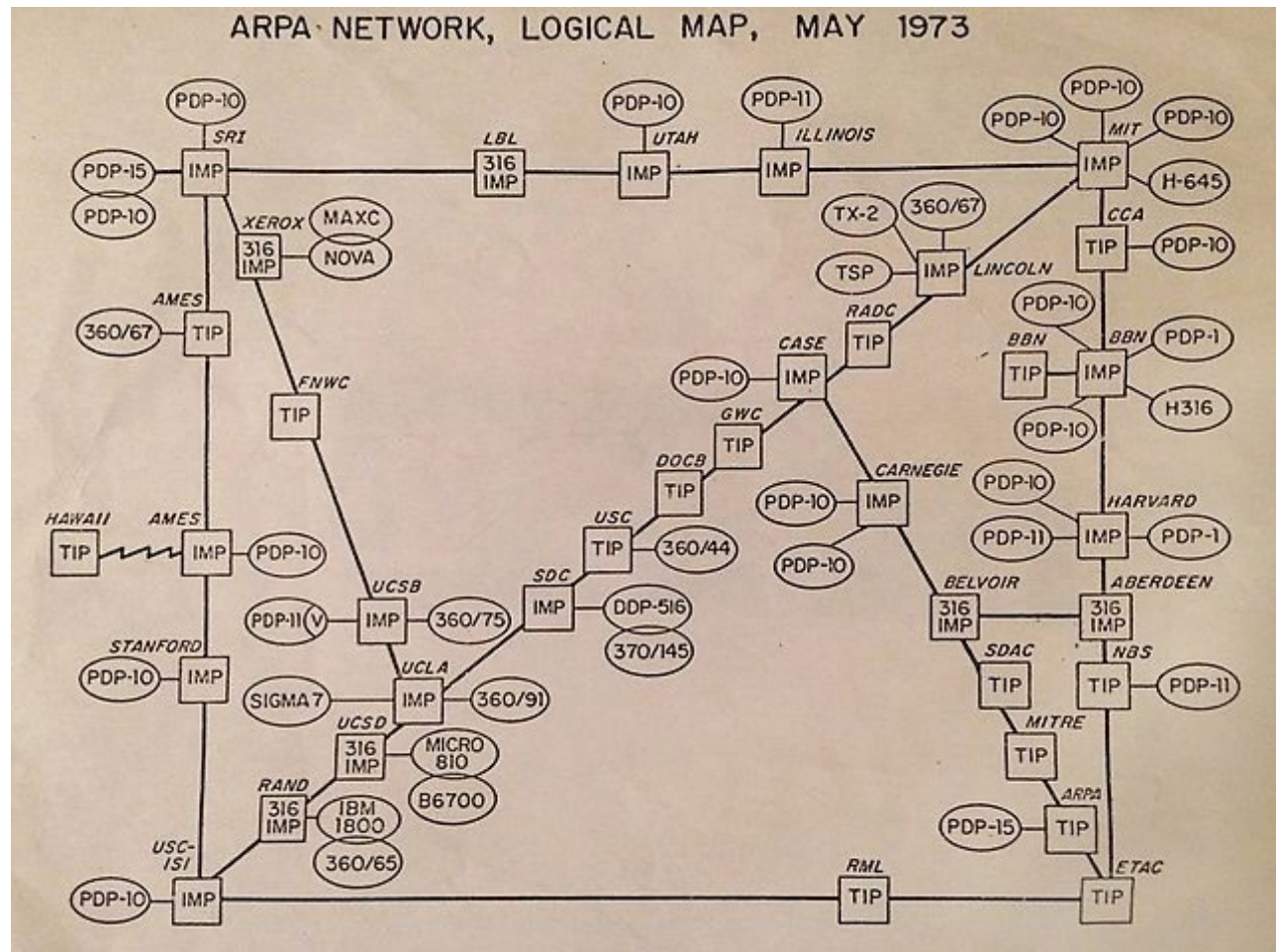
Are we in The Golden Age of Failure?

– David Weinberger

We overestimate what can be accomplished in the short term and underestimate what can be accomplished in the long term.

— Various

If it was predictable, we wouldn't learn from it.



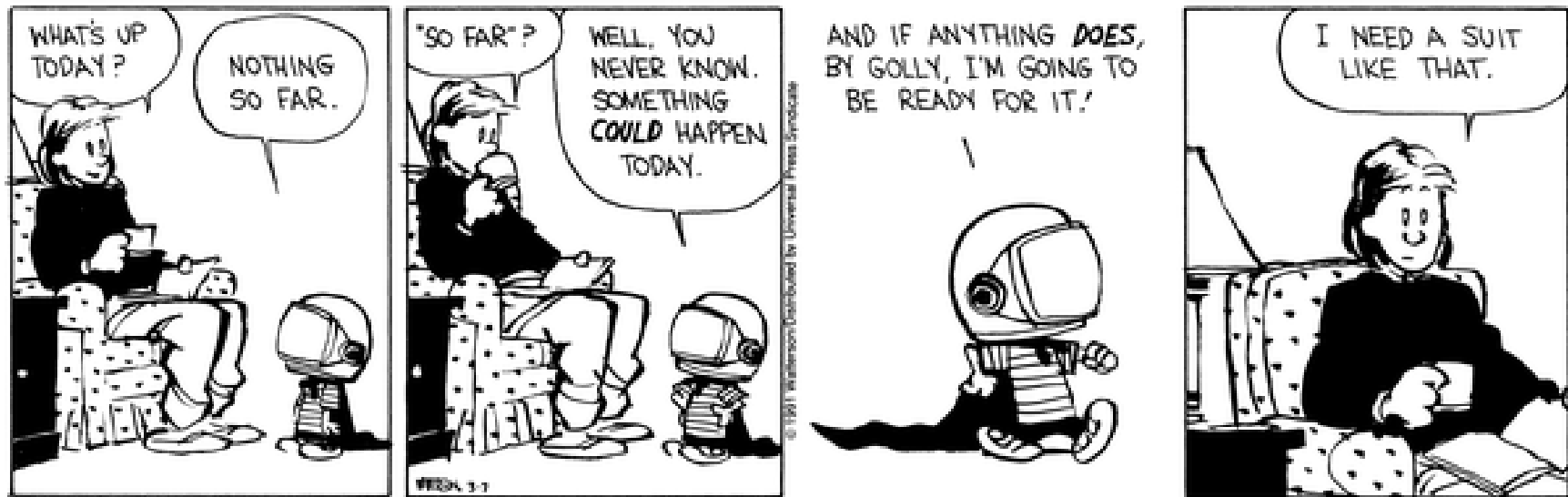
# Is the Internet making us fragile?

Nicholas Carr Our Heads in the Cloud, *The American Scholar*, March 2, 2019





## Aaron Swartz: The Words That Didn't Help

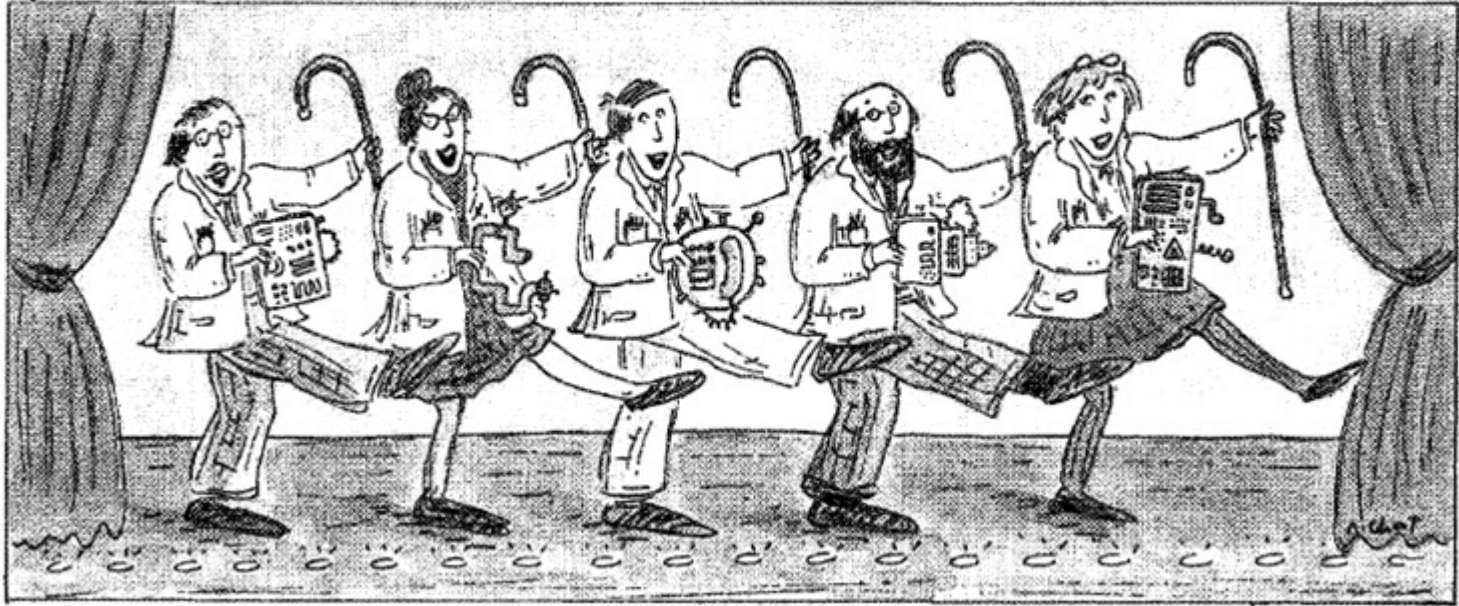


We cannot predict the future, but we can prepare for it

We should prepare, not because we may feel personally at risk, but so that we can help lessen the risk for everyone. We should prepare not because we are facing a doomsday scenario out of our control, but because we can alter every aspect of this risk we face as a society.

-- By Zeynep Tufekci, "Preparing for Coronavirus to Strike the U.S.", *Scientific American*, February 27, 2020

# How Bell Labs Creates Star Performers

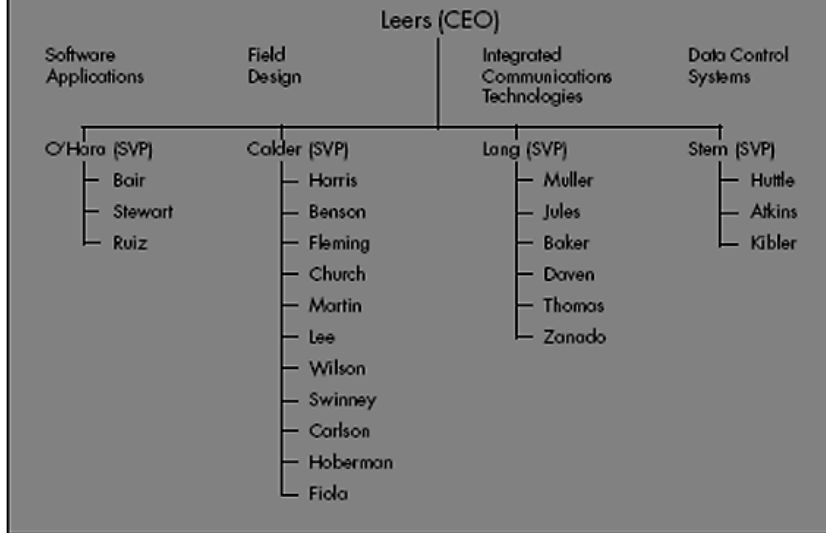


by Robert Kelley and Janet Caplan

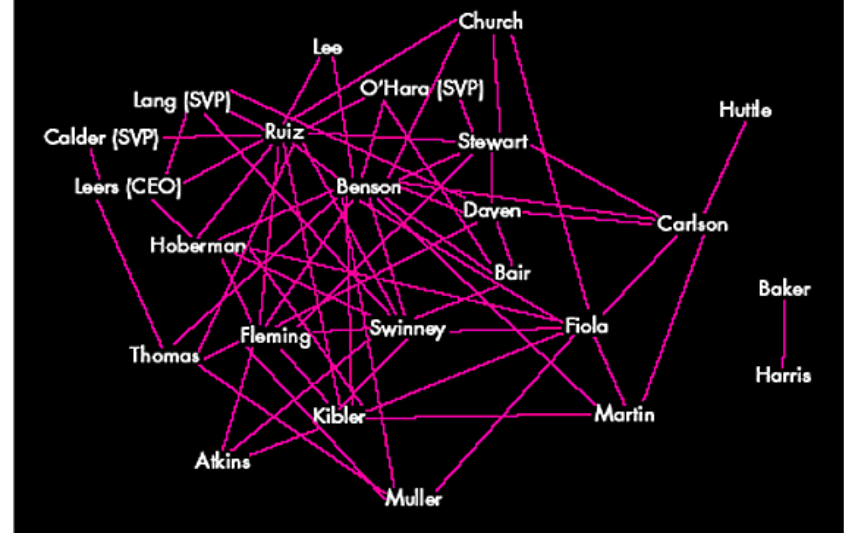
Build your network you need it.

Kelley R, Caplan J. How Bell Labs creates star performers. *Harv Bus Rev.* 1993;71(4):128-139.

## The Formal Chart Shows Who's on Top



## But When It Comes to Trust...



We can't do it alone

### Informal Networks: The Company Behind the Chart

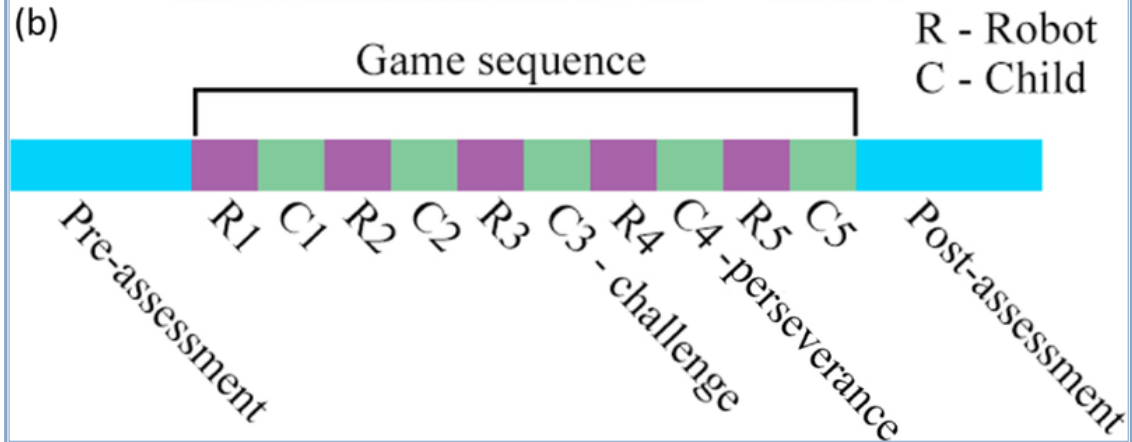
David Krackhardt Jeffrey R. Hanson, *Harvard Business Review*, July–August 1993



(a)



(b)



## Growing Growth Mindset with a Social Robot Peer

See notes for citation



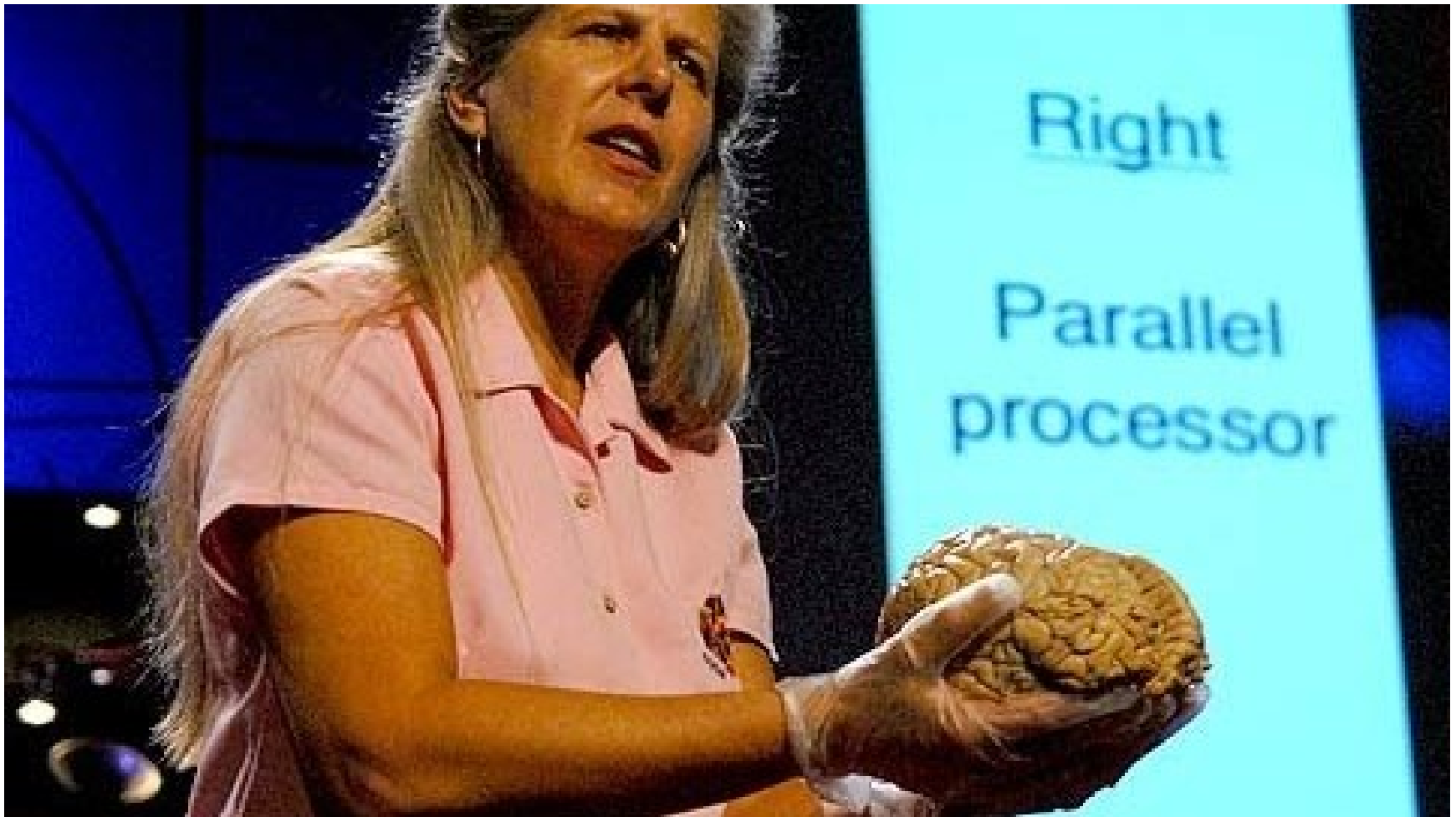


“What did **you** learn today?”

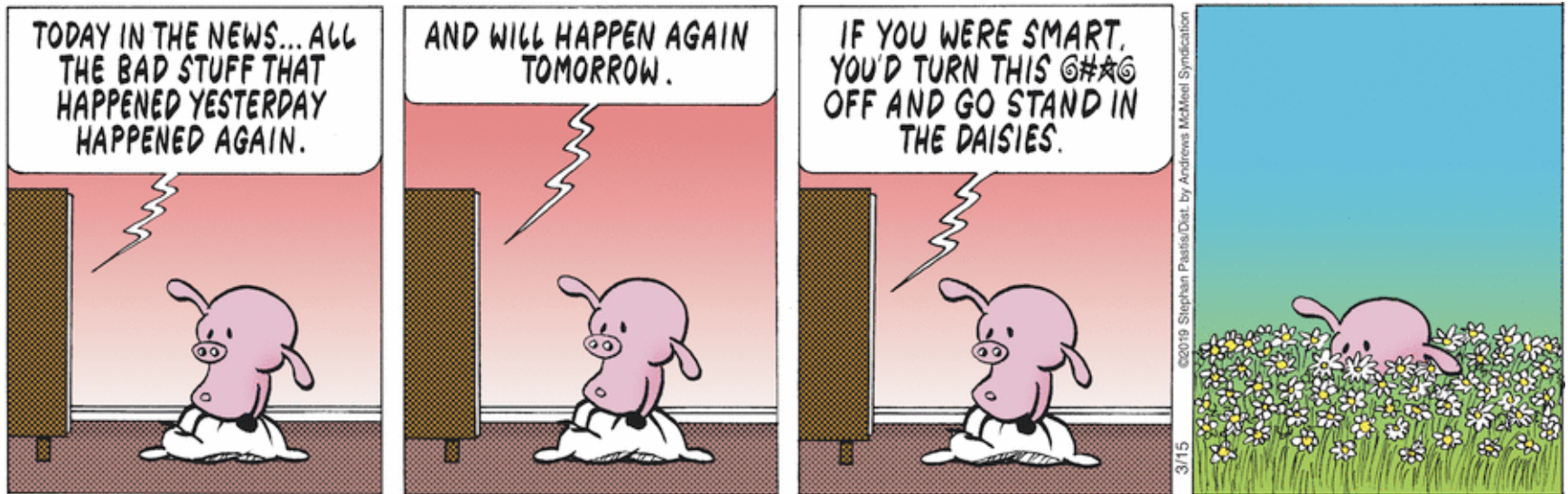
– Matthew Hakkarainen, age 8



**Malena Ernman on daughter Greta Thunberg: ‘She was slowly disappearing into some kind of darkness’**



Jill Bolte Taylor



# Onward