

29 APRIL 2026

Keynote

Working together, Failing together, Learning together.

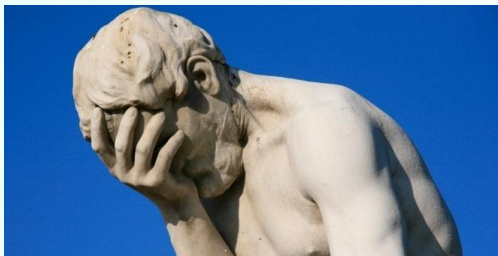


**PROF.
PAUL ISKE**
CFO (Chief Failure Officer)
Institute of Brilliant Failures



Institute of Brilliant Failures

Working together, failing together, learning together



Accepting Brilliant Failures



Learning from Brilliant Failures





Join at menti.com | use code 1673 3643



Project Plans

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



Uno Moralez
Credits

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

Your plan



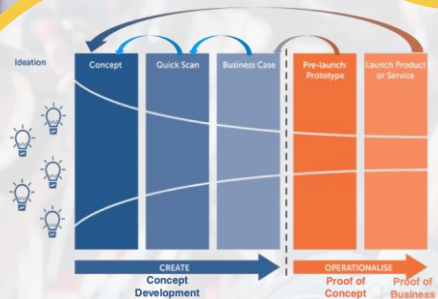
Reality





THE LAST MILE

from Proof of Concept
towards
Proof of Business



Innovation = Foresighting
Implementation = Value Creation



A well-known formula



$$NT + OO = EOO$$



New Technology
Old Organisation



+

Expensive Old Organization



Failure is not an option
Failure is not an option
Failure is not an option
Failure is not an option
Failure is not an option
Failure is an option





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

$L > C$

Learning with speed of Change

FAIL

First Attempt In Learning

“Sometimes you earn, sometimes you learn”



The background of the slide is a collage of Euro currency. It features several 20 Euro banknotes in shades of blue and yellow, and a variety of Euro coins including 1 Euro, 2 Euro, and 5 Euro pieces. The currency is scattered across the frame, with some elements appearing more prominent than others. A semi-transparent red rectangle is positioned in the center-left area, containing the text "From Cost of Failure".

From Cost of Failure

The background of the slide is a collage of Euro currency. It features several 20 Euro banknotes in shades of blue and yellow, and a variety of Euro coins including 1 Euro, 2 Euro, and 5 Euro pieces. The currency is scattered across the frame, creating a textured, financial backdrop.

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.



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, lessons 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.

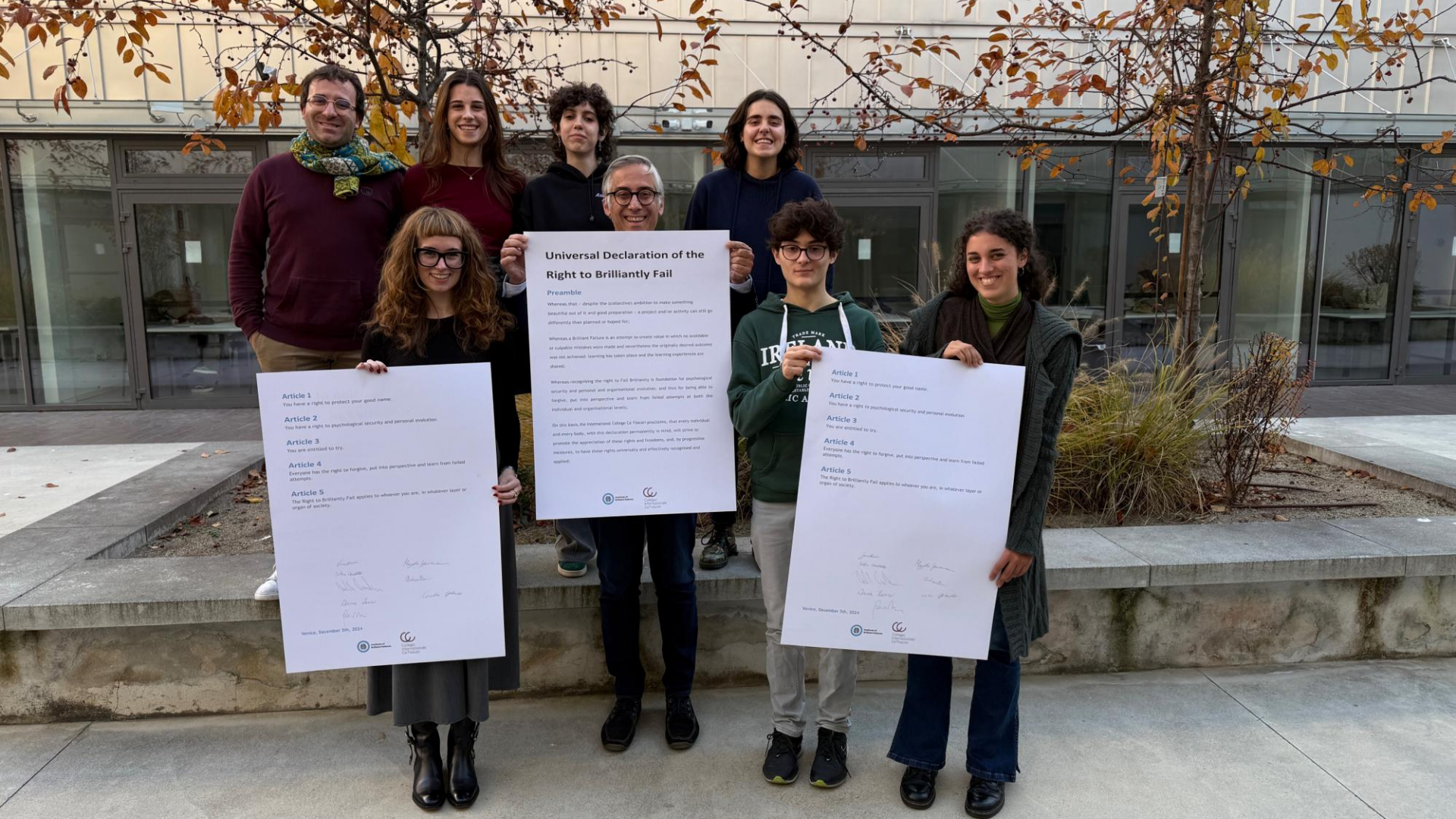
ARTICLE 5

You have the right to protection of your reputation.

PAUL ISKE
CHIEF FAILURE OFFICER

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





Universal Declaration of the Right to Brilliantly Fail



Preamble

Whereas that - despite the effectiveness of most everything successful out of it and good preparation - a project and/or activity can still go differently than planned or hoped for;

Whereas a Brilliant Failure is an attempt to create value in which no suitable or suitable mistakes were made and nevertheless the originally desired outcome was not achieved; learning has taken place and the learning experiences are shared;

Whereas recognizing the right to fail brilliantly is foundation for psychological security and personal and organizational evolution; and thus for being able to forgive, put into perspective and learn from failed attempts at both the individual and organizational levels;

On this basis, the International College of Future professions, that every individual and every body, with this declaration permanently in mind, will strive to promote the appreciation of these rights and freedoms, and, by progressive measures, to have these rights universally and effectively recognized and applied;

Article 1
You have a right to protect your good name.

Article 2
You have a right to psychological security and personal evolution.

Article 3
You are entitled to try.

Article 4
Everyone has the right to forgive, put into perspective and learn from failed attempts.

Article 5
The Right to Brilliantly Fail applies to whatever you are, in whatever layer or origin of society.



Venice, December 5th, 2024


Article 1
You have a right to protect your good name.

Article 2
You have a right to psychological security and personal evolution.



Article 3
You are entitled to try.

Article 4
Everyone has the right to forgive, put into perspective and learn from failed attempts.

Article 5
The Right to Brilliantly Fail applies to whatever you are, in whatever layer or origin of society.



Venice, December 5th, 2024

Universal Declaration of the Right to Brilliantly Fail

Preamble

Whereas the people have achieved a right to fail, and
whereas the right to fail is a natural and inalienable right, and
whereas the right to fail is a natural and inalienable right,

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Article 1

Everyone has the right to fail.

Article 2

Everyone has the right to fail.

Article 3

Everyone has the right to fail.

Article 4

Everyone has the right to fail.

Article 5

Everyone has the right to fail.



Justitiële Informatiedienst
Ministerie van Justitie en Veiligheid

UNIVERSELE VERKLARING VAN HET RECHT BRILJANT TE MISLUKKEN

Preamble

- Overwegende, dat - ondanks de (collectieve) ambitie er iets moois van te maken en een goede voorbereiding - een project en/of activiteit toch anders kan lopen dan gepland of gehoopt;
- Overwegende, dat een Briljante Mislukking een poging is om waarde te creëren, waarbij geen vernijpbare of vernietigbare waarde is gemaakt en desondanks het oorspronkelijk gewenste resultaat niet is behaald; er is geleerd en de leerervaringen worden opgeslagen;
- Overwegende, dat het erkennen van het recht Briljant te Mislukken grondslag is voor psychologische veiligheid en persoonlijke en organisatorische evolutie, en daarmee voor het kunnen vergeven, relativeren en leren van mislukte pogingen op zowel individueel als op organisatieniveau;
- Op grond daarvan proclameert de Directie Informatiehuishouding van de Justitiële Informatiedienst, opdat ieder individu en elk organisatieonderdeel met deze verklaring blijvend voor ogen, ernaar zal streven de waardering voor deze rechten en vrijheden te bevorderen, en door vooruitstrevende maatregelen deze rechten algemeen en daadwerkelijk te doen erkennen en toepassen:

ARTIKEL 1

Je hebt recht op psychologische veiligheid en persoonlijke evolutie.

ARTIKEL 2

Je hebt recht op proberen.

ARTIKEL 3

Iedereen heeft het recht op het vergeven, relativeren en leren van mislukte pogingen.

ARTIKEL 4

Je hebt recht op bescherming van je goede naam.

ARTIKEL 5

Het Recht Briljant te Mislukken geldt voor wie je maar bent, in welk(e) laag of orgaan in de organisatie en/of maatschappij dan ook.

[Handwritten signatures and initials]

Utrecht, 21 november 2024





Bridge of Honduras





Empty seat
at the table



€144.000



Canyon





Failure Intelligence

From Cost of Failure towards Value of Failure

Canyon



Wrong wallet



Diver of
Acapulco



Bridge of
Honduras



General
without army



Einstein point



Junk



Empty seat
at the table



The winner
takes it all



Black Swan



Elephant



Banana peel



Light bulb



Other brain
hemisphere



Skin of
the bear



Post It





FAILURE INTELLIGENCE





FAILURE INTELLIGENCE



€144.000

Van Innovatie tot Impasse: Realisatie van serious game loopt vast

BEWEGEGAME, FAST TRACK

Voor veel patiënten betekent een ziekenhuisopname dat ze het grootste deel van hun tijd doorbrengen op hun kamer, vaak liggend in bed. Het langdurige gebrek aan beweging, een tekort aan sociale contacten en een gebrek aan verandering in de omgeving brengen fysieke inactiviteit, een verhoogd risico op complicaties en een langere opname. Fysieke inactiviteit is een verhoogd risico op complicaties en een langere opname. Fysieke inactiviteit is een verhoogd risico op complicaties en een langere opname.

WAT WAS HET DOEL VAN HET PROJECT?

INTERVIEW

casus | 2

patiënten brengen tijdens een ziekenhuisopname 90% van de tijd door op hun kamer, waarvan 50% tot 80% in bed.



Instituut voor Briljante Mislukkingen

Nederlands Tijdschrift voor Briljante Mislukkingen

Edite Zorg, No. 7 | 2024

10 JAAR BRILJANTE MISLUKKINGEN AWARD

TOEKOMST VAN DE ZORG
"Samen doorbreken van barrières, grenzen verleggen en nieuwe wegen creëren voor morgen."

BRILJANTE MISLUKKINGEN AWARD 2024
Nominaties 2024 - Welke zorginnovatie is het meest Briljant mislukt?

INTERVIEWS, o.a.

Marcel Levi, (voorzitter NWO) "Wetenschappers zijn soms maanden bezig met de aanvraag van een NWO-beurs terwijl de treftkans onder de tien procent ligt."
Veronique Timmerhuis, (directeur van ZonMw) "Binnen het huidige systeem moeten we successen nastreven en mislukkingen benutten om te leren."
PHC Catalyst, "Als we precisiegeneeskunde belangrijk vinden, moeten we het ook een strategisch speerpunt maken."

Het Instituut voor Briljante Mislukkingen

-  Projects
-  Archetypes
-  My contributions

PROJECTS (270 / 270)

 Filter projects



Widening of the Juliana Canal

The widening of the Juliana Canal did not go without a hitch. The desired method was intended to allow shipping traffic during the work. Despite reservations, they went ahead with this method, but this led to a calamity and the canal eventually had to be completely drained.



Urk Peach pits Park

Peach pit trial creates battlefield in parks

In Urk, peach pits were used in parks as a more sustainable base. However, the pits were also used as bullets by the children. This turned the parks into war zones and the project failed.



Lubach Comedy TV

Stefan Pop's stand-up comedy show at Lubach fails

Stefan Pop was allowed to perform at Arjen Lubach's comedy show on RTL4, but his jokes were not appreciated by the audience. Pop later returned to this disappointment in a video that was posted on Instagram and which was much appreciated.



Sport Cycling Bicycle

Peleton paddles the wrong way due to lack of markings

Due to a lack of directions, a large part of the peloton, after 190 kilometers, went the wrong way. As a result, the stage was declared invalid and the race ended in disaster.



"Open Sesame" - An AI Fairy Tale

At Maastricht UMC+, an AI algorithm from Wuhan (China) was received in early 2020 that could detect COVID-19 on CT scans. That was super important at the time because the pandemic had just started and we didn't have a rapid test yet. However, it turned out that the AI algorithm didn't work at all, probably because...



Hydrogen buses in Doetinchem

Hydrogen buses in public transport as a driver of the system change for hydrogen. In October 2021, the first bus was delivered and stored in the depot in Doetinchem. Shortly afterwards, a fire broke out in the depot, causing the bus and depot to burn down completely. The filling station and buses are now...



cargo bike Transport Bankrupt

Bike sharing company Cargoroo has gone bankrupt

Cargoroo goes bankrupt after loss of permits



Parking Dordrecht

Paid parking creates tiled front gardens in Dordrecht

The municipality of Dordrecht is trying to make the district greener, but is causing a tiled disaster.



Geneesplaats.nl An innovative platform that connects patients / site name...

Geneesplaats.nl is an innovative platform that connects patients ("healing seekers") and therapists ("physicians"). The goal was to offer patients with



Olympic Games Sport Cyberbullying

Olympic breakdancing

Breakdancing was on the program for the first time during the 2024 Olympic Games. One of the



Toys Mattel Merchandise

Barbie boxes with link to porn site

Mattel released singing Barbie dolls to celebrate the new Wicked movie. If you entered the link on the back



Patient self-management Chain care

Extensive patient self-management initiative Umenz encounters system...

Pieter-Joep Huige studied pharmacy and medicine in Utrecht and was immediately recruited after his



Forward Failing

The act of Forward Failing

Description

Forward Failing is being practiced at the beginning of a new project and/or project phase. It investigates why and how the project (phase) might fail.

- ☒ Scenario Thinking
- ☒ Risk Management
- ☒ Failure Pattern Recognition

Start Scan



“You failed before you started...
... you learn from it
and then you start.”



Empty seat at the table

Key parties are missing, resulting in lack of support for the solution.



Chance

High

Impact

High

Elephant

Because too few perspectives were used, the problem is not properly identified and you get solutions for partial problems.



Chance

Medium

Impact

High

Light bulb

When you experiment, you have yet to confirm things and that can be negative/disappointing.



Chance

High

Impact

Medium

SEE THE ~~VALUE~~ IN MISSING SUCCESS

FAILURE

“

A success is a failed failure

Paul Iske | Chief Failure Officer

”

Wow!
Brains!



It is the right time to quit!

Delete all

Now



PAUL! I found your law! My solution has become a new problem!!!! 🤖 🤖

12s



1h



Dude ! I found a solution to your solution 🤖
Check this MEME WHAHAHA

1h



Hey, we have great opportunity for you. Drop what your doing and join our team!

1h



Brilliant failure is
an **OPTION** →

