

URL: <https://stvp.stanford.edu/clips/innovation-at-scale-is-challenging>

CEO David Friedberg explains why achieving innovation at scale is difficult because it requires perpetual change. This means convincing the very intelligent members of a team that failure is not only acceptable, but is a required part of the process. According to Friedberg, "failure must be part of the mission."



Transcript

But innovation at scale is challenging for couple of reasons, it requires perpetual change.. So the concept of taking risks all the time on new things and having them not work out is sort of counterintuitive to what successful people considered to be success, because when you take risks, odds are you're going to fail.. When you're trying to do something new, odds are you're going to fail.. And successful people don't like to fail.. They like to be successful.. And so, the challenge with innovating at scale is that you have to get people on the mindset that failure is a process, it is part of that iterative process of grinding.. The Wright brothers didn't consider themselves failures when the first 199 wing designs didn't work.. They considered themselves successful at the end of the day because they accomplished their mission and failing is part of the mission.. It's part of the process of getting to that mission...