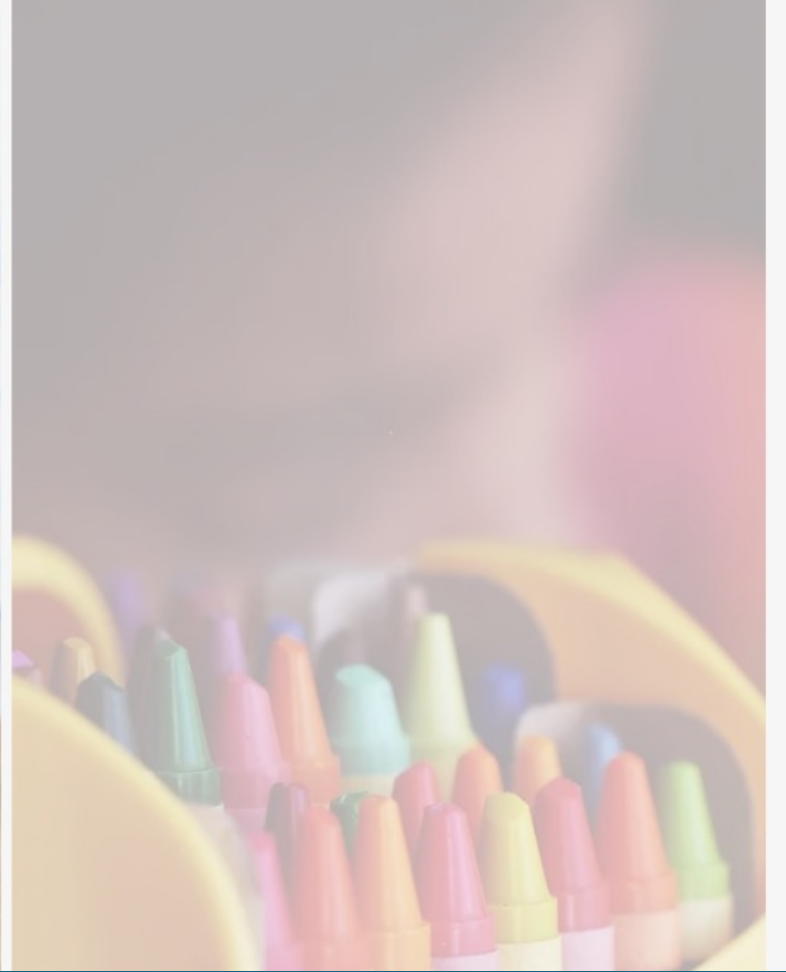


Defining failure

‘ Failures are accelerated learning opportunities. ’

Boyan Slat





My accelerated learning

Step Up



Insights

1

Co-design a magnet question

2

Hold a pre-mortem

3

Embed those closest to a challenge

4

Leave a failure trail

5

From I to We

Co-design a magnet question





Hold a pre-mortem

Diverse Group of thinkers

- No blame
- Challenge assumptions
- Reduce overconfidence & group think
- Early risk mitigation
- Strengthen alignment





Embed those closest to a challenge

Leave a failure trail

Degree programs I did not get into

- 2008 PhD Program in Economics, Stockholm School of Economics
- 2003 Graduate Course in Medicine, Cambridge University
Graduate Course in Medicine, UCL
PhD Program in Psychology, Harvard University
PhD Program in Neuroscience and Psychology, Stanford University
- 1999 BA in International Relations, London School of Economics

Academic positions and fellowships I did not get

- 2014 Harvard Kennedy School Assistant Professorship
UC Berkeley Agricultural and Resource Economics Assistant Professorship
MIT Brain & Cognitive Sciences Assistant Professorship
This list is restricted to institutions where I had campus visits; the list of places where I had first-round interviews but wasn't invited for a campus visit, and where I wasn't invited to interview in the first place, is much longer and I will write it up when I get a chance. The list also shrouds the fact that I didn't apply to most of the top economics departments (Harvard, MIT, Yale, Stanford, Princeton, Chicago, Berkeley, LSE) because one of my advisors felt they could not write a strong letter for them.

Awards and scholarships I did not get

- 2011 Swiss Network for International Studies PhD Award
- 2010 Society of Fellows, Harvard University
Society in Science Scholarship
University of Zurich Research Scholarship

From I to We

Wawira Njiru

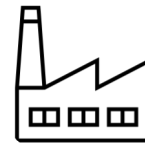
Food for Education



Employees



Supply Chain



Giga factory



Global blueprint

“Our model doesn’t just feed children. It strengthens local economies, reduces carbon emissions and creates jobs”.

Wawira



Africa's largest green gigafactory



Reflecting on your impact



Questions?