



Pensamiento caja negra

Matthew Syed

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¿Qué tiene en común el equipo Mercedes de Fórmula Uno y Google? ¿Cuál es la conexión entre el equipo Sky de ciclismo y la industria aeronáutica? ¿En que se parecen el inventor James Dyson y el jugador de baloncesto Michael Jordan? La respuesta es que todos ellos son pensadores “caja negra”. La caja negra de los aviones sirve para registrar los errores y aprender de ellos para no repetirlos. Gracias a ello la industria aeronáutica ha evolucionado a unos niveles de seguridad inigualables en otros sectores. Los pensadores caja negra saben que la única forma de aprender es a través de registrar y saber qué es lo que se ha hecho mal. Pero no se trata simplemente del cliché de “aprende de tus fracasos”, sino de tener una metodología para percibirlos, entenderlos y sacar de ellos las enseñanzas imprescindibles para que no se vuelvan a repetir. Las historias reales que el autor cuenta sobre la utilización de estos sistemas o la falta de utilización de ellos, hacen que este sea un libro no sólo enormemente práctico y útil, sino fascinante de leer.

Pensamiento caja negra Details

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Amer Alkharoubi says

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LaMarr D says

"Black Box Thinking" is phenomenal! It forces you to think deeply about the decisions you have made personally and professionally – and more importantly, the failures as a result of those decisions. No matter if you are an employee or an entrepreneur, the book also compels you to think about how your company makes its decisions and how things can be improved in your work environment. The way we have been conditioned and taught to view failure is wrong and, in Syed's view, we should embrace failure as an opportunity to improve versus using failure to blame someone. Going forward, this perspective will be something I use in all areas of my life. That sounds simple, but this book illustrates how powerful a simple change in thinking can produce extraordinary outcomes, both good and bad.

"Black Box Thinking" should be required reading for anyone seeking to grow personally and professionally. The author did a great job of weaving historical examples from the aviation, healthcare, and sports industries to support each point made throughout the book. An excellent feature! It was a perfect read and I will be reading it again in the future, for sure.

Sonny Recio says

Black box thinking starts by storytelling the undeniable mistakes in the healthcare sector, particularly with the case of Elaine Bromiley's. It appears that healthcare industry was not open to mistakes that are happening inside especially if the case was life-threatening because the whole industry encourages 0% mistakes since they're dealing with life itself. Any mistakes made will be costly and unforgivable. With this, the author clearly stated that mistakes are essential and responsible for the direct improvement, and I have no qualms for that. He goes on with other stories like unjust justice system which blames an innocent suspect, discovery of dropbox through failures and flaws of the business model of other companies, and so forth.

As I read this book, I also learned something that is related to our thinking biases, namely "cognitive bias" which affects the way we interpret failures which I haven't realized till then since we recreate or reframe the way we view failures which I will admit to myself as well.

It was good that the author did some further emphasis as why we really have to embrace failures and how to learn from it 100% of the time to minimize redundant failures along the way. In fact, I bought this book just for the very same reason to optimize my learnings when I fail. But it would have been made shorter. At some point, I got bored in lengthy history recaps that emphasize failure in the past. But what I like most about this

book is the later part where he emphasized that failures or mistakes are a way of improving one's own creativity. At some point, it can lead us to create or innovate things, which I thought it's something I lack(creativity). I've been passionate in doing something creative for a long time, be it an art, a creative web design of the sorts. I didn't comprehend that failures are part of making your creation or creativity flourish and is applicable for creativity as well. That's where I appreciate this book for the better.

Overall, what was explained in this book is self-explanatory and can be realized with common sense as failure is really a way for us to learn. We all know that. Or maybe I just read lots of self-help books that I wasn't able to pick up lots of things from this book. But this is not to say this book is bad or unreadable at all. For beginners, you can learn a lot from this book. But for like me who reads a lot of self-help books and blogs every day, I think I only learn a little bit from this. But I'm still grateful I read this.

Stephen says

This came highly recommended by the friend who lent me it but it seems to have taken me forever to finish it. The central point and some of the examples are interesting but to me it just said the same thing over and over again. Relieved to have finished it, to be honest !

Vikash says

Once in a while there's a book that you can't keep down.

You're willing to know that what's next and you are amazed how much it relates to you. This Book is one such book.

The book is powerful enough to change the way you think of failure.

We all know that we should be learning from our failures but hardly it happens that we apply the learning.

This book explains with compelling stories that how we can learn from our failures and how is our life totally dependent on it.

Favorite Quote-“Learn from the mistakes of others. You can’t live long enough to make them all yourself.”

What's the best part about the book?

The structure of the book along with short stories is an absolute delight

Few actionable pointers from the book:-

1.Create a system from failures- You're going to fail and you are going to fail n a lot of things. But have a mindset of applying the lessons you learnt from failing to avoid the same failures again. It works on the principle Black box is used for in an Airplane. So that the same error is not repeated again.

2.Cognitive Dissonance- You can be your worst enemy if you're busy hiding your mistakes in your closet with a fear of shame. PLEASE accept your mistakes, stop hiding them, stop blaming others, that's the only way you can improve and grow.

3.The Beckham effect:- We all know how great player David Beckham was. He was shamed once early in his career, but despite of letting himself down from it he used his will power to overcome it. Always accept

your failures and grow out of your ego to contribute for self growth. Be Beckham.

Who is this book for?

It's for everyone Because we all will fail at some point or the other.

An Te says

This is a compelling book. It is assumed in this book that errors just occur and are a natural part of life and its concomitant complexities. Its main thrust concerns the articulation of two different cultures in dealing with this complexity. The first is the shut down of all inquiry and learning through pre-emptive blame. The second is the just culture of thorough investigations into the underlying factors that have contributed to the error that established a learning culture and growth mindset that responds to negative experiences with an attitude willing to learn and adapt accordingly. The justice systems, systems engineering, aviation, healthcare and the personal approaches to learning of prominent sportspeople and software start-ups are drawn on making this book engaging for a general readership.

My personal interest for reading this book has been, primarily, for the healthcare component. I have been moved to explore the area of human factors, ergonomics and organisational culture which is of pertinence to my early career research. I am very glad I have read this book as it has enabled me to understand some of the shifts in attitudes and values that are needed in the healthcare industry. I have an understanding of the theory. It's quite another thing changing the culture. I am certainly and less concerned about the direction in which healthcare now needs to move. And so with this clarity attained, I would like to resolutely affirm and recommend this book to a general readership and to those interested in organisational culture, innovation and learning.

Dr Dinesh says

The book starts off in a great way, touching a topic that is close to my heart. How medicine is taught to be an exact subject, but a lot of it is a result of experiments that can improve. We can improve healthcare, if only we position it as a learning system and remove the stigma and blame associated with failure.

The insights in the book do fade a little as you progress. I was looking for concrete methods to improve and rather found evidence being piled upon for the same message again and again. The message though is compelling enough to start a movement about, especially in Medicine.

Overall a great read, and you will finish it quickly too!

Nukes says

It is hereby truthfully resolved by yours truly that he shall no longer fear actualising failure. He shall henceforth embrace failure as a learning tool by recording all the actions, in-actions and inertias in a personal blackbox. The blackbox shall reviewed without fear or favour. Hard questions shall be asked when results are below par.

No longer shall he wait for the perfect product. Instead the prototype shall be launched as per the deadline as is where is. Iteration as a process is henceforth the preferred method of solving problems.

I resolve that sneers, giggles, and mirth from my readers are all the same; positive feedback.

I can write more about this book. I can write better about this book. But I need the time to read another book as good this one.
So I will click save.

Mario Tomic says

How do some learn from mistakes and become better while others never seem to improve? What if the problem is that no one has taught us how to deal with failure? This brilliant book reveals a framework for how to use mistakes as learning tools and transform short-term failures into long-term success. The book is full of engaging stories and interesting anecdotes on how the human psyche has the potential to deal with failure in a variety of ways. For me, one of the most interesting parts was the one on how the ego has the potential to make us completely oblivious to life-threatening mistakes happening right in front of our eyes. Becoming a "Black box thinker" will undoubtedly make you more successful in life. Overall, Matthew has nailed it once again! His previous book Bounce is one of my personal favorite personal development books. And as for Black Box Thinking, I highly recommend the book as it will give you powerful tools to deal with mistakes and make you a lot more aware of what's going in your mind and the minds of people around you in high-pressure situations.

Nancy says

What a great book! For a nonfiction, it would be remarkable easy to read for those who don't usually read nonfiction. It's filled with so many examples from so many industries that I can't even remember them all; from medicine, aviation, Unilever detergent nozzles, DreamWorks movies, law enforcement, vacuum cleaners, and even child welfare social workers.

The book tackles a number of important aspects of failure, such as the idea of complexity and how the world we live in is an immensely complex place making it difficult if not impossible to account for all variations and/or conditions. In order for the human brain to understand this complexity, we all use the narrative fallacy to simplify things so we can better understand. Another aspect of the situation is the need for marginal gains through repetitive testing, much like the evolutionary process. Marginal gains occur through bottom-up testing, as opposed to top-down analysis and planning which is what many of us do. We look at a problem, think about it, arrive at a logical solution, then apply the solution only to find it doesn't work for some unplanned for reason or due to complexity that we don't understand. Iterative testing instead will yield marginal gains with each iteration until the desired result is reached.

Blame is another very important aspect of failure. Professional athletes don't look back on years of practice as a string of failures. Practice is what drives improvement. In all things. When blame is assigned, it undermines openness and learning in a field. However, when the professional has an internal fear of failure (either due to the corporate climate where blame is assigned or whether it is tied to the ego due to years of experience or education), we sometimes can't even admit our mistakes to ourselves.

One of the most helpful ideas I discovered in this book is the idea of the pre-mortem. Prior to beginning a major project, assemble everyone together and assume the project has run its course and is now a huge embarrassing failure. What are some ways we could have prevented this outcome? How did the failure come about?

And my favorite tongue-in-cheek list in the entire book:

The 6 phases of a project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the guilty
5. Punishment of the innocent
6. Rewards for the uninvolved

Yup, that about sums it up.

Ivan Tchernev says

I'm going to start failing a lot more in life now, and it's all thanks to Matthew Syed. Thank goodness for him.

Black Box Thinking is a book about failure, and how far, far too many aspects of our lives take exactly the wrong approach to it. His central argument is that nothing is more central to personal, systemic and societal progress than an open, honest and healthy approach to failure. Researched and supported by an exhaustive list of examples, the book was a pleasure to read, and I hope that I can take its lessons forward into my own life.

Brian Johnson says

“In this book we will examine how we respond to failure, as individuals, as businesses, as societies. How do we deal with it, and learn from it? How do we react when something has gone wrong, whether because of a slip, a lapse, an error of commission or omission, or a collective failure...? ...

The purpose of this book is to offer a radically different perspective. It will argue that we need to redefine our relationship with failure, as individuals, as organizations, and as societies. This is the most important step on the road to a high-performance revolution: increasing the speed of development in human activity and transforming those areas that have been left behind. Only by redefining failure will we unleash progress, creativity, and resilience.”

~ Matthew Syed from Black Box Thinking

Failure.

Some of us lean into it and learn as much as we can from it, and some of us prefer to avoid thinking about it and/or pretend it never happened. As you may guess, one approach leads to dramatically better performance over the long run. (Hint: Seeing failure as feedback + learning opportunities is a very wise idea.)

This book is all about, as the sub-title suggests, “Why Most People Never Learn from Their Mistakes—But Some Do.”

It's a fascinating read. Matthew is a brilliant, award-winning writer who brings the wisdom to life via great

story telling. (To put it in perspective, I read this and his other book Bounce in < 72 hours—Black Box on a Friday + a little bit of Saturday and Bounce on Sunday.)

The book is geared more toward high-level concepts and organizational applications than individual self-help per se, but it's packed with Big Ideas:

1. Black Box Thinking - What is it?
2. 50 lbs for an A vs. Perfect piece of pottery.
3. Marginal Gains --> Extraordinary gains.
4. $2,003 + 50,000 = \text{Beckham's magic formula.}$
5. Cognitive Dissonance + Galileo.

Here's my video review:

<https://www.youtube.com/watch?v=cCFIY...>

And click here to find 250+ more of my reviews:

<http://bit.ly/BrianReviews>

Brian

Zack says

I enjoyed the book and thought it was well delivered, but unfortunately didn't find too much original material here, this book focuses a lot on problem-solving in medicine and in aviation if you haven't read too much on these subjects then I would recommend this book.

Damaskcat says

I found this a totally fascinating and thought provoking read. It looks at a subject which we tend to try and avoid in the twenty first century - failure. The culture is to cover up failures and not talk about them or even think about them. The author uses examples from the airline industry, medicine, inventions and many other backgrounds - including the industrial revolution - to illustrate failures which can be very useful and instructive.

If you have had recent experience of a medical situation where mistakes were made then maybe this book should come with a warning as you could find some of the situations described uncomfortable. I almost gave up on the book in the first chapter because it reminded me of a personal experience but I persevered through that first chapter and found myself completely absorbed in the book.

Airlines and aviation generally has learned from its failures which is one of the main reasons why air travel is so safe. Failures are studied closely to try and establish ways of preventing them. People are encouraged to report failures so that situations can be addressed. The author explores failures in medicine which could have lead to constructive changes and opportunities for people to examine their behaviour . In medicine

consultants are regarded as God and rarely challenged but to avoid problems medicine needs to change its culture so that failures are examined so that future failures can be prevented.

The author quotes some interesting examples from industry where a culture of reporting failures results in a much more relaxed and creative working environment when compared with an environment where failures are punished. He also quotes James Dyson and his thousands of prototypes for the original bag-less vacuum cleaner. The point being that you don't just invest something new - you have to make a lot of mistakes and have a lot of failures before you finally arrive at the finished product.

The idea that failure is part of life and you need failures in order to learn is an interesting one and it made me wonder if schools which don't allow people to fail aren't doing their students any favours. Failures and mistakes are part of life and need to be treated constructively.

Anthony says

Marvellously easy to read. The story of the BA pilot will break your heart. Really good ideas and well articulated
