



TALK · 30 September 2026 · 6:00 – 7:00 pm · Clare Hall, Cambridge

Learning from Failure at Work: *The Importance of Time and Social Context*

ABOUT THIS TALK

Failure is an ubiquitous experience for employees in contemporary organizations. Some emphasize that failure offers valuable learning opportunities by revealing a discrepancy between what was desired and what has been accomplished, others stress that failure is also a painful experience that threatens employees' self-esteem and thwarts learning. So why do some setbacks make us better at what we do — and others just leave us stuck?

This talk covers two studies examining the consequences of failure for creative performance, taken from a learning perspective. One study looks at the timing of failure as key to learning from it; the other looks at the role of team context.

Together, they highlight what managers and employees need to understand in order to foster learning from failure in the workplace.

THEMES FOR DISCUSSION

- i. The timing of failure: why when a setback happens shapes what is learned from it
- ii. The team as a resource: how social context supports (or blocks) learning from failure
- iii. Implications for managers: fostering a culture where employees learn from failure

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Dr Andreas Richter

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[in](#)

BIO

Andreas Richter is Professor of Organisational Behaviour at Cambridge Judge Business School, University of Cambridge. His research focuses on creativity, innovation, and team dynamics, and he has advised organisations across healthcare, pharmaceuticals, and financial services on team effectiveness and leadership development. Before joining Cambridge Judge, he was Assistant Professor at IE Business School and a postdoctoral fellow at Aston Business School. He currently serves on the editorial board of the *Academy of Management Journal* and as a Consulting Editor at the *Journal of Applied Psychology*.

Date Wednesday 30 September 2026

Time 6:00 – 7:00 pm

Venue Richard Eden Suite, Clare Hall, CB3 9AL

Open All welcome



Scan to register!