

FOREWORD BY TOM PETERS

# SERIOUS PLAY

HOW THE WORLD'S  
BEST COMPANIES  
SIMULATE TO  
INNOVATE



MICHAEL SCHRAGE  
HARVARD BUSINESS SCHOOL PRESS

# Serious Play How The Worlds Best Companies Simulate To Innovate

**David McKie, Debashish Munshi**



## **Serious Play How The Worlds Best Companies Simulate To Innovate:**

**Serious Play** Michael Schrage,2000 An examination of corporate innovation processes identifies the challenges presented by digital simulation technologies and explores the impact of prototyping and experimentation on corporate structures

**Serious Play** Michael Schrage,1999-12-10 Successful innovation demands more than a good strategic plan it requires creative improvisation Much of the serious play that leads to breakthrough innovations is increasingly linked to experiments with models prototypes and simulations As digital technology makes prototyping more cost effective serious play will soon lie at the heart of all innovation strategies influencing how businesses define themselves and their markets Author Michael Schrage is one of today s most widely recognized experts on the relationship between technology and work In **Serious Play** Schrage argues that the real value in building models comes less from the help they offer with troubleshooting and problem solving than from the insights they reveal about the organization itself Technological models can actually change us improving the way we communicate collaborate learn and innovate With real world examples and engaging anecdotes Schrage shows how companies such as Disney Microsoft Boeing IDEO and DaimlerChrysler use serious play with modeling technologies to facilitate the collaborative interactions that lead to innovation A user s guide included with the book helps readers apply many of the innovation practices profiled throughout A landmark book by one of the most perceptive voices in the field of innovation

**Serious Play** Michael Schrage,2000 **Value Redesigned** Kyle V. Davy,Susan L. Harris,2005 In **Value Redesigned** Davy and Harris reveal a vivid landscape where innovative new models for professional practice are already beginning to flourish showing firms avenues of escape from the vicious cycle of commoditization and low prestige that is epidemic within the architecture and engineering community Aligned with the dynamics of the emerging knowledge based economy these new models of practice offer bold value propositions combining new ways of creating value with innovative pricing strategies

**Industrial Engineering: Concepts, Methodologies, Tools, and Applications** Management Association, Information Resources,2012-08-31 Industrial engineering affects all levels of society with innovations in manufacturing and other forms of engineering oftentimes spawning cultural or educational shifts along with new technologies **Industrial Engineering Concepts Methodologies Tools and Applications** serves as a vital compendium of research detailing the latest research theories and case studies on industrial engineering Bringing together contributions from authors around the world this three volume collection represents the most sophisticated research and developments from the field of industrial engineering and will prove a valuable resource for researchers academics and practitioners alike

**Gaming and Cognition: Theories and Practice from the Learning Sciences** Van Eck, Richard,2010-05-31 This book applies the principles of research in the study of human cognition to games with chapters representing 15 different disciplines in the learning sciences psychology serious game design educational technology applied linguistics instructional design eLearning computer engineering educational psychology cognitive science digital media human computer interaction

artificial intelligence computer science anthropology education Provided by publisher

**The Commercial Real Estate Revolution** Rex Miller, Dean Strombom, Mark Iammarino, Bill Black, 2009-07-08 As it currently operates the commercial real estate construction industry is a disaster full of built in waste Seventy percent of all projects end over budget and late The buildingSMART Alliance estimates that up to fifty percent of the process is consumed in waste Almost every project includes massive hidden taxes in the form of delays cost overruns poor quality and work that has to be redone Building new structures is a fragmented adversarial process that commonly results in dissatisfied customers and frequently ends in disappointment bitterness and even litigation The industry must change for its own good and that of its customers But while the industry has tried to reform itself it can't do it alone Real change can only come from business owners and executives who refuse to continue paying for a dysfunctional system and demand a new way of doing business The Commercial Real Estate Revolution is a bold manifesto for change from the Mindshift consortium a group of top commercial real estate industry leaders who are fed up with a system that simply doesn't work The book explains how business leaders can implement nine principles for any project that will dramatically cut costs end delays create better buildings and force the industry into real reform The Commercial Real Estate Revolution offers a radically new way of doing business a beginning to end trust based methodology that transforms the building process from top to bottom Based on unifying principles and a common framework that meets the needs of all stakeholders this new system can reform and remake commercial construction into an industry we're proud to be a part of If you're one of the millions of hardcore cynics who work in commercial construction you probably think this sounds like pie in the sky But this is no magic bullet it's a call for real reform If you're an industry professional who's sick of letting down clients or an owner who's sick of cost overruns and endless delays The Commercial Real Estate Revolution offers a blueprint for fixing a broken industry

**Business Innovation Insights (Collection)** Luke M. Williams, Deepa Prahalad, Robert Brunner, Ravi Sawhney, Jonathan M. Cagan, Craig M. Vogel, 2013-04-27 An up to the minute collection of techniques for jumpstarting innovation in any market product service or process Hot new ideas for supercharging business innovation in any market right now 4 extraordinary books from world renowned pioneers in all facets of innovation This 4 book package brings together today's fastest most powerful most realistic solutions for jumpstarting innovation whatever you sell whatever industry you're in You'll discover how to change the playing field leverage your customers insights and expertise uncover huge unmet needs craft great customer experiences and make innovation repeatable throughout your organization In Predictable Magic veteran industrial designer Ravi Sawhney and business strategist Deepa Prahalad introduce a breakthrough approach for systematically creating deep emotional connections between consumers and brands seamlessly integrating corporate strategy with design transcending the utilitarian or even the beautiful to build products that powerfully connect touch and move people again and again Next in Do You Matter legendary industrial designer Robert Brunner who laid the groundwork for Apple's brilliant design language and Stewart Emery help you use design to

consistently create products services and experiences that matter to customers lives and thereby drive powerful sustainable improvements in business performance Through case studies from leaders like Nike Apple BMW and IKEA they introduce design driven techniques for managing your entire experience chain defining effective design strategies and languages managing design using and not abusing research extending design values into marketing and manufacturing encouraging design innovations that open entirely new markets Then in Disrupt Think the Unthinkable to Spark Transformation in Your Business frog design s Luke Williams shows how to start generating and executing on a steady stream of disruptive strategies and unexpected solutions Williams combines the fluid creativity of disruptive thinking with the analytical rigor that s indispensable to business success The result a simple yet complete five stage process for imagining a powerful market disruption and transforming it into a reality that catches your entire industry by surprise Finally in the highly anticipated Second Edition of Creating Breakthrough Products Revealing the Secrets that Drive Global Innovation Jonathan Cagan and Craig Vogel offer an indispensable roadmap for uncovering new opportunities identifying what customers really value today and building products and services that transform markets This edition contains brand new chapters on service design and global innovation new insights and best practices and new case studies ranging from Navistar s latest long haul truck to P G s reinvention of Herbal Essence You know how crucial innovation has become this 4 book package will help you infuse it throughout your entire organization From world renowned business innovation experts Deepa Prahalad Ravi Sawhney Robert Brunner Stewart Emery Russ Hall Luke Williams Jonathan Cagan and Craig M Vogel     The Framework for Innovation Frank Voehl,H. James Harrington,Rick Fernandez,Brett Trusko,2018-12-14 The innovation infrastructure and master plan described in this book offers a detailed and comprehensive approach to one of the most difficult and challenging problems facing entrepreneurs involved in innovation at any scale enterprise the problem of how to govern your organization s innovation initiatives in the middle of turbulent change Progress in any field requires the development of a framework a structure that organizes the accumulating knowledge enables people to master it and unifies the key discoveries into a set of principles that makes them understandable and actionable For starters successful innovation requires an integrated design process beginning with integration in the design of the enterprise the design of the product along with the design and implementation of new technologies Such an integrated design effort requires good collaboration and management of the design framework and should be supported by efficient knowledge management techniques and tools If innovation is to help a business grow and improve its competitiveness it is also important to plan the innovation carefully This book provides a holistic multidisciplinary framework that will enable your organization and its leaders to take a strategic approach to innovation The framework combines non traditional creative approaches to business innovation with conventional strategy development models The framework model brings together perspectives from many complementary disciplines the non traditional approaches to innovation found in the business creativity movement multiple source strategy consulting the new

product development perspective of many leading industrial design firms qualitative consumer customer research future based research found in think tanks and traditional scenario planning and organizational development OD practices that examine the effectiveness of an organization s culture processes and structure Though some ideas may just fall from the sky or come out of the blue an organization should also have a strategic vision of how the business and the enterprise will successfully develop It should not just wait for the innovation to arrive arbitrarily but rather proactively plan for innovation incorporating market trends the competitive landscape new technology availability and changes in customer preferences and trends in order to create a flexible in house innovation process Such an enterprise will also pro actively manage the knowledge supply chain that supports innovation as outlined in this book 7 of Management Handbook for Results series The framework outlined in this handbook consists of a well integrated cohesive set of practices that inspires imaginative innovation teams to look beyond the obvious and explore a broad range of possibilities to identify significant opportunities and make informed decisions about the most promising paths to pursue The goal is to create a shared vision for growth along with defining pragmatic action plans that bridge from the future back to the present while attempting to align the organization around the requirements for success

Visual Teams David Sibbet, 2011-09-23 Graphic tools and visual solutions for team building and development Visual Teams uses visual tools and methods to help teams both face to face and virtual reach high performance in today s work environment As teams become more and more global and distributed visualization provides an important channel of communication one that opens up the group s mind to improving work systems and processes by understanding relationships interconnections and big picture contexts Visual Teams shares best practices and uses visualization as a power tool for process improvement by providing teams with a common language for high performance The book Explores how any kind of team can draw on the principles and practices of creative design teams in the software architectural engineering and information design professions Introduces the Drexler Sibbet Team Performance™ Model and related tools a system used throughout companies such as Nike Genentech Becton Dickinson Chevron and others Visual Teams presents a comprehensive framework best practices and unique visual tools for becoming an innovative high performance team

**Managing Digital Transformation** Andreas Hinterhuber, Tiziano Vescovi, Francesca Checchinato, 2021-05-26 This book provides practising executives and academics with the theories and best practices to plan and implement the digital transformation successfully Key benefits an overview on how leading companies plan and implement digital transformation interviews with chief executive officers and chief digital officers of leading companies Bulgari Deutsche Bahn Henkel Lanxess L Or al Unilever Thales and others explore lessons learnt and roadmaps to successful implementation research and case studies on the digitalization of small and medium sized companies cutting edge academic research on business models organizational capabilities and performance implications of the digital transformation tools and insights into how to overcome internal resistance build digital capabilities align the organization

develop the ecosystem and create customer value to implement digital strategies that increase profits Managing Digital Transformation is unique in its approach combining rigorous academic theory with practical insights and contributions from companies that are according to leading academic thinkers at the forefront of global best practice in the digital transformation It is a recommended reading both for practitioners looking to implement digital strategies within their own organisations as well as for academics and postgraduate students studying digital transformation strategy and marketing

*Gaming and Simulations: Concepts, Methodologies, Tools and Applications* Management Association, Information Resources, 2010-11-30 This book set unites fundamental research on the history current directions and implications of gaming at individual and organizational levels exploring all facets of game design and application and describing how this emerging discipline informs and is informed by society and culture Provided by publisher Scenarios Kees van der Heijden, 2011-03-10 Scenario planning allows companies to move away from linear thinking and better understand external change Eight years and 30 000 copies after publication Scenarios is still acknowledged as the definitive work in the field Now Kees van der Heijden brings his bestseller up to date following up on his original case studies and adding significant new material The Second Edition changes focus slightly by providing more in depth analysis and application of the concept of the strategic conversation While maintaining the underlying rigour of the first edition van der Heijden revisits the text to make it far more practical and accessible and in doing so gives you the tools you need to set out and negotiate a successful future course for your organization in the face of significant uncertainty *Profit from the Core* Chris Zook, James Allen, 2010-02-05 When Profit from the Core was published in 2001 it became an international bestseller helping hundreds of companies find their way back to profitable growth after the bursting of the Internet bubble The 2007 global financial meltdown reaffirmed the perils of pursuing heady growth through untested strategies as firms in industries from finance to retailing to automobiles strayed too far from their core businesses and suffered the consequences In this updated edition of Profit from the Core authors Chris Zook and James Allen show that a renewed focus on the core is more critical than ever as firms seek to rebuild their competitive advantage coming out of the downturn and that a strong core will be the foundation for successful expansion as the economy recovers Based on more than ten years of Bain Company research and analysis and fresh examples from firms responding to the current downturn the book outlines what today's executives and managers need to do now to revitalize their core identify the next wave of profitable growth and build on it successfully Zook and Allen explain how companies can Develop a strong well defined core and use it to establish a leadership position Follow the golden rule of strategy discourage competitors from investing in your core Assess whether your core is operating at its full potential Uncover hidden assets in your core that provide the seeds for new growth Find a repeatable formula to apply core business strengths in adjacent markets Building on powerful and proven ideas to meet today's formidable business challenges Profit from the Core is the back to basics strategy field guide no manager should be without **Reconfiguring Public Relations**

David McKie, Debashish Munshi, 2007-05-24 Innovative and timely this PR book is the first to address environmental questions within the context of global business An excellent counterpoint to the existing US oriented literature on this topic here the authors set out ways to equip public relations to respond to and re imagine itself in the light of current major forecasts and trends for *Perspectives on Theory U: Insights from the Field* Gunnlaugson, Olen, Baron, Charles, Cayer, Mario, 2013-11-30 This book brings together an existing array of research on Theory U including specific aspects of the theory through diverse interpretations and contexts while exploring key theoretical concepts and outlining current approaches and blind spots Provided by publisher *Interactive Collaborative Learning* Michael E. Auer, David

Guralnick, James Uhomoibhi, 2016-12-31 This book presents the proceedings of the 19th International Conference on Interactive Collaborative Learning held 21-23 September 2016 at Clayton Hotel in Belfast UK We are currently witnessing a significant transformation in the development of education The impact of globalisation on all areas of human life the exponential acceleration of developments in both technology and the global markets and the growing need for flexibility and agility are essential and challenging elements of this process that have to be addressed in general but especially in the context of engineering education To face these topical and very real challenges higher education is called upon to find innovative responses Since being founded in 1998 this conference has consistently been devoted to finding new approaches to learning with a focus on collaborative learning Today the ICL conferences have established themselves as a vital forum for the exchange of information on key trends and findings and of practical lessons learned while developing and testing elements of new technologies and pedagogies in learning **Technology-Supported Environments for Personalized Learning: Methods and Case Studies** O'Donoghue, John, 2009-11-30 This book explores the metaphor of anytime and anywhere individual education as well as the idea of tailoring instruction to meet individual needs Provided by publisher *Managing Innovation, Design and Creativity* Bettina von Stamm, 2008-04-28 Innovation is the major driving force in organisations today With the rise of truly global markets and the intensifying competition for customers employees and other critical resources the ability to continuously develop successful innovative products services processes and strategies is essential While creativity is the starting point for any kind of innovation design is the process through which a creative idea or concept is translated into reality Managing Innovation Design and Creativity 2nd Edition brings these three strands together in a discussion built around a collection of up to date case studies **Ambidextrous Leadership** Julia

Duwe, 2021-11-20 This book prepares leaders for fundamental change processes of organizations In times of radical changes and unplanned crises ambidexterity has become a key competence of global companies Ambidextrous organizations manage to improve their core business while at the same time opening up new business fields for the future To unlock innovation next to the running business it is essential for leaders to be ambidextrous How these balanced leaders can operate with two different styles is demonstrated in numerous practical examples and tips for successful implementation The book illustrates



how the trade off can be turned into an elegant balancing act Learn how to become an ambidextrous leader in this standard work on ambidexterity and leadership Ambidexterity as a leadership approach for the digital transformation Consciously shaping the digital change process Enabling leaps in innovation Driving evolution and revolution simultaneously The relevance of ambidextrous leadership in times of crisis The book provides easy to implement courses of action for executives to consciously and actively shape change to inspire people in companies to release their creative potential and to make the leap into the future as an organization The book also addresses the consequences of the COVID 19 pandemic on crisis management It documents how ambidextrous leadership skills are becoming a key competence in times of crisis

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## **Serious Play How The Worlds Best Companies Simulate To Innovate Introduction**

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