FOREWORD BY TOM PETERS

SERIOUS

HOW THE WORLD'S
BEST COMPANIES
SIMULATE TO
INNOVATE



Serious Play How The Worlds Best Companies Simulate To Innovate

Michael Schrage

Serious Play How The Worlds Best Companies Simulate To Innovate:

<u>Serious Play</u> 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 Novel Approaches to Organizational Project Management Research Nathalie Drouin, Ralf Müller, Shankar Sankaran, 2013 Project management PM traditionally employed to implement projects has developed into Organizational Project Management as organizations are increasingly using projects to deliver strategies The emergence of program and portfolio management has also contributed to this move PM researchers need to become more innovative in their research approaches They need to connect with the broader currents of social science in relevant fields such as organization theory Outside the specific field there is a great deal that can usefully be imported transformed and translated so that it is fit for project management research purposes More trans disciplinary translational and transformational approaches for conducting project related research are required and this book goes a long way to providing foundations for them The book encompasses reflections on fundamental questions underlying any research such as the type of knowledge sought as well as the epistemological and ontological assumptions It broadens research methods and theory perspectives drawing on contemporary approaches such as action research soft systems methodology activity theory actor network theory

and other approaches adopted in related scientific and technological areas that are only recently being adopted To achieve this the book s editors have necessarily been eclectically interdisciplinary in their contributor list They have included contemporary research methods and designs from areas allied to project research such as organization science organizational studies sociology behavioral science and biology providing innovative invitations to research design and methodological choice Overall this book makes a significant contribution to the maturation and development of project management research as a specialty in the broader social sciences one that is a less reliant handmaiden or under laborer to purely technical issues but which appreciates that any material construction is always a social construction as well one that implies episteme and phronesis knowledge and wisdom as well as techne or technique Project managers may not realize it but the most important aspects of what they manage are the meanings interpretations and politics of projects and not merely the technical aspects Series Advances in Organization Studies Vol 29 Subject Project Management Business Administration **Organizational Studies** 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 Virtual Work and Human Interaction Research Long, Shawn, 2012-04-30 Virtual Work and Human Interaction Research uses humanistic and social scientific inquiry to explore how humans communicate behave and navigate in their new virtual work spaces providing scholars and practitioners an opportunity to study virtual work from quantitative and qualitative research approaches The books explores informal and formal communication emotional psychological and physical labor rewarding and punishing virtual work behaviors group decision making socializing and organizational change in a workplace without the physical and nonverbal cues that are taken for granted in traditional face to face work arrangements 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 building SMART 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

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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

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