

Playing Seriously with Strategy

Johan Roos, Bart Victor and Matt Statler

This article details two cycles of interventions and reflection in various executive development contexts led by the authors as facilitator/consultants. Their hunch that changing the constraints of strategy processes would also change the content generated was tested by changing the typical mode of work to that of 'serious play' and modifying the usual medium from verbal, computer and two-dimensional text and graphic by the introduction of 3-D media (LEGO bricks). The authors examine the potential for using serious play in the particular organizational challenge of making strategy, and highlight the capacity of 'action research' to contribute simultaneously to both academic understanding and practical value.

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Introduction

This paper addresses the relationship between strategy content and strategy process in general, and the relationship between process constraints and content outcomes in particular. By 'process' we mean the sequence of events and activities through which 'conversations' about strategy in firms unfold over the time. By 'constraints' we mean the implicit and explicit restrictions on, and frames around, such conversations. Our basic hunch, firmly grounded in our experience in teaching and coaching managers on strategy-making, researching strategic management processes, and engaging in the practice of strategy-making ourselves, is that *if the constraints of strategy processes are changed, the content generated will also change*. The purpose of this article is to explore and further develop this hunch.

Because our field is still in the early stages of investigating the intricate relationship between strategy process and strategy content,¹ our research in this area is necessarily *exploratory*. Strategy making processes is an elusive object of study. Still, it has certainly been linked both to the conditioning variables that surround it (such as inertia and dominant logic)² and to the stage of development.³ However, questions concerning how these linkages are related, and (perhaps more importantly) which specific process choices might prove most influential on strategy content, are still being posed in our field.

Since we began our research in this area, several studies have come to publication which provide initial empirical support for what appears to be an increasingly shared 'hunch' in the field. We place our study therefore within this growing literature on the connection between strategy process and strategy content: *We are interested in what is actually done, and not done, in people's context-rich*

Playing Seriously With Strategy

Mike Caro



Playing Seriously With Strategy:

Everyday Strategic Preparedness M. Statler, J. Roos, 2007-06-27 Organizations struggle to be strategically prepared for unexpected change What if change cannot be anticipated with any degree of certainty What can organizations do to become more strategically prepared This book explores the answers to these questions and argues that organizations become more prepared when they cultivate practical wisdom

Building a Better Business Using the Lego Serious Play Method Per Kristiansen, Robert Rasmussen, 2014-07-21 Unleash innovation potential with creative serious play Building a Better Business Using the LEGO SERIOUS PLAY Method delivers a creative approach to enhancing innovation and improving business performance with the focus on unleashing play Written by the two original Master Trainers for LEGO SERIOUS PLAY LSP the book outlines how LSP can develop teams people relationships and business Based on the merging of play with organizational development systems thinking and strategy development LSP can foster improved meetings faster innovation processes team growth and better communication The belief that everyone intends to do good and has the potential to do it is at the heart of LSP The method nurtures the idea that everyone in an organization can contribute to discussions and outcomes Building with LEGO bricks is a type of creative play that triggers a different kind of thought process unleashing imagination and potential that is frequently untapped by the logical mind The book explains this hands on minds on approach and discusses the theory as well as the practical implementation of LSP Topics include Observation of internal and external interaction dynamics Fostering a free and honest exchange of opinions Suspending hierarchy for better more effective communication Facilitating change by encouraging exploration The LEGO SERIOUS PLAY method is employed by start ups and multinational corporations alike to maximize synergy among teams and throughout organizations For leaders looking to boost effectiveness and see better results Building a Better Business Using the LEGO SERIOUS PLAY Method is a comprehensive introduction to this creative management technique

Crafting Strategy Loizos Heracleous, Claus D.

Jacobs, 2011-06-02 This book presents a theoretically informed approach to creative strategizing based on building metaphorical structures that represent organizations

Winning Blackjack for the Serious Player Edwin Silberstang, Beginning and intermediate players learn how to beat any single or multiple deck blackjack game in the world More than fifteen chapters show the rules variations options basic strategies and master charts for correct play in casinos around the world Learn smart money management how to maximize profits simplified counting methods and how to get comps Includes tipping guide eight rules of self discipline and five practice quizzes More than 100 000 copies sold Illustrations 256 pages

Caro's Most Profitable Hold'em Advice Mike Caro, When Mike Caro writes a book on winning the poker world takes notice And it should Caro is the world's foremost authority on poker theory and psychology and his work has influenced every professional player including Doyle Brunson who relies on Caro for all his writing Caro's powerful advice covers every aspect of poker with a special emphasis on winning money at hold'em Packed with psychology advice on reading opponents

advanced moves professional techniques and much more this includes special sections on internet poker and tournaments

Foundations of Animal Behavior Lynne D. Houck, Lee C. Drickamer, 1996-08 Beginning with Darwin's work in the 1870s *Foundations of Animal Behavior* selects the most important works from the discipline's first hundred years forty four classic papers and presents them in facsimile tracing the development of the field These papers are classics because they either founded a line of investigation established a basic method or provided a new approach to an important research question The papers are divided into six sections each introduced by prominent researchers Sections one and two cover the origins and history of the field and the emergence of basic methods and approaches They provide a background for sections three through six which focus on development and learning neural and hormonal mechanisms of behavior sensory processes orientation and communication and the evolution of behavior This outstanding collection will serve as the basis for undergraduate and graduate seminars and as a reference for researchers in animal behavior whether they focus on ethology behavioral ecology comparative psychology or anthropology Published in association with the Animal Behavior Society

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Applications to Economics James W. Friedman, 1990 Drawing on examples from current economic literature and politics this is the first book on game theory at an introductory but not elementary level The author covers topics of great actual or potential use in economics such as noncooperative games infinitely repeated games finitely repeated games two person cooperative games and cooperative games with and without side payments Thoroughly revised the new second edition of this authoritative book includes greatly expanded coverage of equilibrium refinements and the folk theorem for repeated games as well as a new chapter on finite noncooperative games **The Whist Reference Book** William Mill Butler, 1898 *The*

Spectator, 1876 **Handbook of Applicable Mathematics, Supplement** Walter Ledermann, 1990-06-21 V 1 Algebra v 2 Probability v 3 Numerical methods v 4 Analysis v 5 pt A B Combinatorics and geometry edited by Walter Ledermann and Steven Vajda v 6 pt A B Statistics edited by Emlyn Lloyd v 7 Supplement edited by Walter Ledermann et al v 8 Contents and general index *Curriculum Series* Ontario Institute for Studies in Education, 1967 **Knowledge**, 1882 *Knowledge...*

Edwin Sharpe Grew, Baden Fletcher Smyth Baden-Powell, Arthur Cowper Ranyard, Wilfred Mark Webb, 1888 *Simulating the Evolution of Language* Angelo Cangelosi, Domenico Parisi, 2002 This book is the first to provide a comprehensive survey of

the computational models and methodologies used for studying the evolution and origin of language and communication. Comprising contributions from the most influential figures in the field, it presents and summarises the state of the art in computational approaches to language evolution and highlights new lines of development. Essential reading for researchers and students in the fields of evolutionary and adaptive systems, language evolution modelling and linguistics, it will also be of interest to researchers working on applications of neural networks to language problems. Furthermore, due to the fact that language evolution models use multi-agent methodologies, it will also be of great interest to computer scientists working on multi-agent systems, robotics and internet agents.

Software and CD-ROM Reviews on File, 2002 Handbook of Game Theory with Economic Applications: Zero-sum two-person games Robert J. Aumann, Sergiu Hart, 1992 **approximating markov perfect equilibrium for nonstationary dynamic games** Robert L. Smith, 1995

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